

# Community Assistantship Program

**Collaboration:  
A Youth Development Initiative of  
the Faribault Youth Service Center**

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Prepared in partnership with the Faribault Youth Service Center

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# Collaboration

*A Youth Development Initiative of the Faribault Youth Service Center*

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## Research Report

January 2003

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## Table of contents

1.	Executive Summary	i
2.	Introduction	1
3.	Background	2
4.	Evolution	3
5.	Models of collaborative efforts	4
	I. <i>YAR Initiative</i>	4
	II. <i>Best Start and Coalitions</i>	7
	III. <i>BASS Collaboration</i>	11
6.	Key findings from literature	12
7.	Statistical analysis of FYSC collaborative initiative	16
8.	Impediments to collaborative initiatives	22
9.	Suggestions for proposed collaboration model	23
10.	Bibliography	27
11.	Appendix A	28

## EXECUTIVE SUMMARY

Collaboration of various nonprofit agencies is an increasingly popular strategy for nonprofit agencies facing rising community needs, stiff competition, excessive cost and decreased federal funds. The following study is particularly focusing on Faribault Youth Service Center's (FYSC) collaboration of various nonprofit agencies working for the youth development of Faribault and Rice County.

Collaborative members of various nonprofit agencies were surveyed to identify benefits, shortcomings, and foreseen cost savings due to collaboration. Regression analysis indicates that five variables had a significant positive relationship to the collaborative initiative:

1. Collaboration brings in wider access to the community.
2. Collaboration reduces duplication of efforts.
3. Collaboration prospers diversity.
4. Collaboration provides better opportunities to pull funding resources from various sources.
5. Collaboration provides new areas of youth and community development.

Analysis also indicates two shortcomings of the collaborative initiative:

1. Collaboration increases the scope of work.
2. Collaboration increases the timeliness of decision-making.

Survey results identifies that collaboration affects more positively to the direct costs (which are attributed/related to specific programs/projects) than the indirect costs. Four variables had most significant relationship with the collaboration:

1. Consultant cost
2. Training cost
3. Travel
4. Rent
5. Miscellaneous administrative cost (supplies, printing, postage, newspaper bills etc.)

Based on literature review of several authors, this study also endeavors to identify some benchmark collaboration initiatives and imperative components that need to go along in order to get best results.

## INTRODUCTION

*“One safe prediction for the nonprofit world in the new century is the philanthropic foundations will continue to manifest a robust interest in the subject of inter-organizational collaboration” (Piana, 2001).*

The Faribault Youth Service Center (FYSC) is a nonprofit corporation whose purpose is to facilitate a formal collaboration of services, programs, activities, and opportunities for the youth of Faribault and Rice County, Minnesota.

Collaboration is strategic restructuring that includes a commitment to continue, for the foreseeable future, shared or transferred decision-making power and some type of formal agreement; however, it does not involve any change to the corporate structure of the participating agencies (Andreasen, 1996).

Collaboration can be broadly categorized in two major types, administrative collaboration and joint programming.

- An *administrative collaboration* is a restructuring that includes the sharing, exchanging, or contracting of administrative functions to increase the administrative efficiency of one or more of the agencies.
- A *joint programming* is a restructuring that includes the joint launching and managing of one or more programs to further the programmatic mission of the participating agencies.

## **BACKGROUND**

While sharing the similar goals and objectives, the notion of the Faribault Youth Services Center (FYSC) was envisioned during the dialogues among several youth service providers in the community. With the intent of providing one-stop solution, located under one roof, FYSC started exploring further opportunities to gather several other nonprofit partners to work collaboratively to achieve the mutual goal.

Concurring on unique perspective, pioneer agencies initiated efforts to promote FYSC collaboration model. Agencies started collaborating, while retaining their autonomy. The new center is envisaged to become home base for these partners and committed to developing additional programs that currently are not provided for the youth of Faribault.

It is the intention of the FYSC to engage the community of Faribault in promoting health intergenerational development, including, but not limited to, provision of service opportunities, mentoring relationships, active learning opportunities on a community level and better access to health service and education.

Primary target of programs and services of FYSC would be the teens and pre-teens of Rice County. FYSC has conceived a community development project through youth development. While engaging community itself as a process partner, the FYSC recognizes to maintain close connections with all segments of the community. This includes, but is not limited to, county and city government, service providers, educational institutes, the community, businesses, health services, service clubs, senior centers, neighborhood and the youth themselves.

## **EVOLUTION OF COLLABORATION EFFORTS AMONG NONPROFITS**



From as early as the 1970's, and with increasing frequency in the 1980's and 1990's, many philanthropic foundations have encouraged, supported, pleaded for and in some cases demanded closer collaboration among their nonprofit agencies.

Traditionally, many philanthropic agencies have focused largely on the programmatic efforts they fund, devoting less attention to the organizational strength and overall health of the nonprofit themselves. However, when the implementation of either a single grand or a large initiative encounters major problems, collaboration agents were quickly reminded that something more than 'a good idea' is needed for success. The organizational effectiveness movement holds, essentially, that many collaboration 'failures' are not necessarily due to the unsoundness of the idea being tested or incompetent management. The organizational effectiveness perspective tells us that these efforts may fail for many related reasons. It may be due to a lack of organizational capacity, the absence of an adequate organizational framework, the weakness of the organizational structure within which idea was tested, a lack of adequately prepared managers to lead the organization, a weak governing body, intra-organizational conflict and turmoil, inadequate capitalization, or any combination of these problems (Winer & Karen, 1994). Thus, the ideas being tested through the grant may never have had a fair shot at success based on their own merits.

## MODELS OF COLLABORATIVE EFFORTS

The concept of collaboration seems simple enough, and when applied to nonprofit organization in the same system it seems to outsiders to be an obvious solution to the challenge of growing, sometimes redundant costs. Yet, even having some successful collaborative examples, replications of the model have been a challenging exercise and do not ensure success. However, these models do provide a good starting point and learning foundation to build upon, tailor according to the specific situation, benchmark practices with proven results and refrain from the mistakes that played foul. The aim of this report is thus to identify some key strategies that worked as a positive catalyst for some successful collaboration efforts and also to ascertain factors, negligence of which, was instrumental in the failure of an otherwise magnificent idea.

### **I. YAR Initiative: an effort to provide for all needs of youth-at-risk at one point**

Youth At Risk (YAR) Initiative – an Essex County Community Foundation’s creation - was launched in September 2000 to address the need for some form of collaboration and coordination among the many service providers to at-risk youth in Essex County. The mission of the Youth At Risk (YAR) Initiative is to increase the availability of services and resources for at-risk youth in Essex County. In its attempt to provide for this mission and fulfill all needs of at-risk youth, YAR initiative develops and improves the capacity of providers to serve youth by creating a network, sharing information, offering educational opportunities, and fostering inter-agency collaboration. YAR initiative offers a good example for FYSC, having a similar mission of creating a juncture for all service

providers in the Faribault and Rice County and providing for all unmet needs of youth in the vicinity.

***Partnering with Endicott College: gearing the YAR Initiative***

The sagacious partnership between the ECCF and Endicott College, a local liberal arts college with a strong commitment to social involvement and a proven program of community service, gave the YAR initiative a unique stature. The partnership of a foundation and an academic institution provided for the worthwhile essence of political neutrality and integrity which is imperative for bringing together and reaping the social synergy of such diverse constituencies.

***Collaboration, accessibility, and continuity: calling the need for YAR Initiative***

Essex County is marked by the presence of many regional and community programs, ranging from small, grassroots non-profits to large multi-service agencies. From providing for prevention type needs of 'normal kids' to treating emotionally wrecked and mentally disturbed children, these programs were catering to various needs along the continuum of at-risk youths' needs. In a stand-alone setup marked by lack of funding, staffing shortages, difficulties with community acceptance, coupled with lack of connection, continuity, and, often, gaps in service delivery, these agencies are often unable to provide for the kind of services that youths require, especially in the crisis like situations. Furthermore, many of these programs were often unaware of other programs, which might complement or enhance each agency's respective mission and activities. YAR initiative was thus launched to provide for the well-needed collaboration of these multitude programs, and improve the accessibility, and continuity of their services.

### *Identifying and providing for Youth's needs*

YAR Initiative focuses on two in-line steps: first, understanding what services and resources at-risk youth and their families need, and second, making those services and resources accessible. YAR Initiative seeks to accomplish both of these tasks by working with the hundreds of providers who already do their best to serve at-risk youth and families across Essex County. Following activities underline the accomplishment of these tasks:

1. **Using the power of technology to promote services, communication and collaboration.** The YAR Initiative uses the power of readily accessible web technology to connect the various agencies and the target market. YAR web-site includes a resource directory of approximately 400 non-profit Essex County agencies serving at-risk youths and families. The directory is made user-friendly by dividing it into different service areas, such as, substance abuse, violence prevention, adventure-based programs, as well as, by listing city, zip code, agency, or contact person. The site is made interactive and offers legislative bulletins, scheduled conferences and workshops, links to other sites, a dialogue box for new ideas or projects, and a 'help wanted' section. The site is designed to be easily updated through a password system through which providers can update information and stay connected.
2. **Boosting service coordination and networking.** Besides the web connectivity and collaboration, face-to-face meetings and dedicated task groups are necessary to develop a network of service coordination. The YAR initiative uses countywide

conference, legislative panels, workshops to bring the stakeholders together and focus on the key issues facing youth and families and also to examine some of the successful program models and best practices in addressing those issues. YAR initiative also commits itself in educating service providers and trust building among them by co-sponsoring workshops and programs with other agencies.

3. **Working on converting information base into knowledge base.** YAR Initiative recognizes that there are numerous needs assessments, studies, surveys, and collections of information available about the problems facing youth at-risk in the County. The YAR initiative thus takes on the challenge to converting this whopping database into valuable information about the impending issues and deriving innovative solutions for the same. Ultimately, YAR also serve as a "think tank" guiding decisions about how to use resources to address identified problems in innovative ways.

## II. Best Start and Coalitions

Established in 1992, the Best Start model is a uniquely comprehensive health promotion model for improving maternal and newborn health. Funded by the Ontario Ministry of Health, the District of Algoma and the City of Barrie developed and tested multitude programs to promote the health of women and families, in addition to supporting and mobilizing the community to promote the health of women and families.

To accomplish this magnanimous mission, agencies, groups, leaders, and residents were sought to combine forces and adopt a variety of health-promotion strategies. These collaborations arranged activities in many settings such as schools, workplaces and public

meeting places, to address the issues facing women, children, men and families. Best Start and its partners, as a result, determined critical policy changes and cultivated the environment that supported these changes.

The broad community participation helped Best Start to address actual, rather than perceived needs of the communities. Best Start provides a good working example of collaboration of community based organizations and service recipients to gain insight from and emulate best practices that bore positive results for the community.

### **Structure of coalition**

Geographic pervasiveness of Best Start programs called for coalition structures tailored to specific regions, but in general, each coalition consisted of several sub-committees and a planning committee within a geographic area. The subcommittees worked on initiatives and specific risk factors under their terrain and reported to the planning group. The planning group, in turn, guided and coordinated the work of the subcommittees.

### **Getting Relevant People on Board**

Having the right steering committee is very important to keep the focus on destination. Best Start worked on gathering the relevant team players by asking for suggestions from existing staff members and by looking through the local service directory for programs, groups and organizations whose mandate aligned with Best Start's work. Letters, phone calls and personal visits were used to introduce the purpose and benefits of the proposed coalition to the prospective team members. Each candidate was given an orientation package about Best Start and a draft vision statement. Agencies with their exposure to the

relevant target market were instrumental in identifying individuals from the audience of interest and in involving them in the coalition.

### **Bringing Youth on board in addressing youth related issues**

As the widely accepted wisdom goes that identifying the right problem is half the solution, to understand the needs of youth and addressing them Best start involved youth in addressing issues like prevention of teen pregnancy, support for pregnant teens, body image awareness and teen smoking. Youth were involved in focus testing materials, interviewing other youth, writing newspaper articles, designing posters, creating graphics, reviewing curricula, starting up a resource center, and making videos. Youth helped define their needs and were an integral part of planning and implementing any initiative that had an impact on young people.

As one of its programs, Best start planned to develop and implement a health communication campaign for youth on healthy body weights. They involved youth through focus group sessions in determining how best to achieve their aim. Best Start team asked youth what they thought about placing booths in their schools. They all thought that was a good idea at first. Further questioning revealed it to be otherwise. Similarly, newspaper and radio also failed to trigger any excitement in them.

It was not until they were asked about a television program that got the young spirits rocking. The youth started talking about the possibilities at a mind-boggling rate. The focus meeting turned out to be a fertile venture and gave Best Start team a clear direction as to how exactly youth wanted the program to be engineered. And in finality the program was a thorough success.

Similarly, in pursuance to improve sexual health education in schools, Best start team asked youth to complete a four page questionnaire about how they would like to receive sexual health education and what topics they would like to be taught. The original anticipation was that survey results would be helpful in supporting the process already in place and in quelling any opposition within the community. The survey, on other hand brought up other concerns and shed light on topics youth wanted to hear about, where and how, and turned out to be a valuable source in guiding the project course during the two-year process.

**Mission statement: Defining the Coalition**

In an effort to work on the issue of women abuse, an experienced community advocate for women, who were victims of violence, was invited to make a presentation. At the end of the day members of the legal and medical community, emergency services, service providers, community agencies and consumers were willing to participate in building a community coalition focused on zero tolerance to violence against women.

This coalition was looking like a big success story from the very beginning and probed the Best start team to jump right into planning activities. Later, few concerns sprang up with some partner agencies that felt they were portrayed in a negative light. Not seeing the venture as an opportunity to collectively improve how the community provided services for abused women some members left the coalition in the middle. In retrospect, the team realized that they should have spent more time developing a common vision, and thus decided to develop a mission statement, goals and objectives before proceeding further.



### **III. BASS – Collaboration on track to reap synergies and provide better services**

Philadelphia Health Management Corporation is also a good learning example of collaboration. After years of informal collaboration, the Executive Directors of three child welfare agencies, Carson Valley School, Children's Aid Society and Tabor Children's Services joined with Presbyterian Children's Village, Women's Christian Alliance and Children's Home of Easton to develop a joint project with Philadelphia's Department of Human Services (DHS) called Better Access to Seamless Services (BASS). Through BASS, these six agencies set out to improve the delivery of child welfare services by providing a seamless continuum of care and decreasing response time by centralizing their intake of DHS referrals. BASS received an administrative home with the incorporation of ServiceNet Inc. (SNI). Through SNI, the six member agencies developed a new program to help address a citywide need for step-down programs for children and adolescents from residential care, shared data to track the effectiveness of services, fostered collaboration of staff through interagency committees, and created a structure to enable cost-saving and revenue-generating initiatives.

SNI's strategic collaboration confers the idea of "together we could do more". SNI has yet to achieve substantially increased efficiencies or new revenue for its members. SNI is exploring cost-effective practices such as joint training; interagency "borrowing" of staff to fill temporary staffing needs and joint purchasing. ServiceNet Inc. enables the agencies to continue their long traditions of providing services for children, while providing a vehicle for exploring innovative ways of conducting business.

## KEY FINDINGS FROM LITERATURE

Literature research and experiences of other initiatives provides a launching pad for nonprofit agencies to jump-start their initiatives. Following are the key findings of literature review of various nonprofit collaboration initiatives that could be incorporated and build upon in the proposed collaboration at Faribault:

### **Bringing the Right People Together and Involving the Community**

Having the right people at the table is crucial to the success of a coalition. Quality of team drives the initiative in the right direction. Even if the coalition has a good cross section of interested service providers and concerned volunteers, it may not have all the inputs needed to achieve the mission. Rather than going after perceived need, it is important to involve the end-users of the services in the project and to identify and provide for not only the needs that are obvious but also those that are latent. A coalition should be seen as a tool to involve the community, rather than the voice of the community. The Youth Service Bureau (YSB), working in Forest lake and North branch county, Minnesota, also provides a good example of a collaborative effort involving youth rather than merely voicing their needs. YSB was founded in 1976, by a group of concerned citizens, teachers, law enforcement, civic and community committed to prevent and intervene in problem that led youth to the criminal justice system. The YSB offers a Youth Advisory Board (YAB), a group of junior and senior high school students working together to voice their concerns, in both the Forest Lake and North Branch Communities.

## **Defining Vision, Mission, Objectives and Goals**

Before starting on any initiatives, it is important to discuss the vision and mission of the coalition. To work effectively, partnerships must translate their broader goals into measurable, interim targets and time frames. All partners must be committed to the shared mission and objectives before taking step one.

## **Organizing the Coalition**

After setting the framework for the work of the coalition, it is important to set the details in place. Collaboration involves nonprofit leaders working closely together on substantial content-laden issues, not merely on effort to raise grant money, it is inherently interactive and may entail conflict, and so it helps to proactively address possible issues and set out all details at the onset.

## **Trust building**

Real collaboration is relationship-based; it requires that the partners get to know one another well enough to eventually develop trust, which fosters a deep commitment to work together. In California, a collaborative effort of 14 nonprofit organizations of juvenile justice and youth development of varying sizes did not survive. As William (2002) mentions that collaboration agents may not have to have only a good business model on the table, but they need to have the trust and the ownership, having agreed ahead of time that the collaboration model is good it takes leadership working together. However, according to William (2002), that behavior was never adopted on the front end and is the root cause of unsuccessful collaboration. This very failure story highlights the importance of building trust in making the collaboration effort a success.

### **Synergy - a more important incentive**

Collaboration is not dependent on grant money per se. Funders cannot create collaboration. They can only help to enhance it. In most instances, a grant for collaboration will not seed or create a partnership where none existed before unless the motivation to create a partnership is present and strong. If there is a good reason to come together, and synergy to be exploited, nonprofit leader will do so with or without money. Often collaborators come together before there is even a whiff of potential grant money in the air. Nonprofit leaders would come together because they perceive potential synergies and benefits for their constituencies, not because a funder encouraged them to do so, and least of all because grant may be available.

### **Allowing a time breather is a must**

Collaboration takes time! According to Jim Coville, chief executive officer of the Greater Twin Cities United Way, which was formed in 2000 in the merger of two UWs, the biggest learning that served them well when they combined the two United Ways was that there are cost savings to be had, but not at a very early stage. It cannot begin, be nurtured, and mature within the limited timeframe and high-pressure environment. Real collaboration is difficult and takes time to flourish and achieve its goals.

### **Start at the top.**

The most successful partnerships involve groups of CEOs giving leadership and working together. There is no substitute for their shared expertise and authority-especially when they can commit resources and expedite the project.

**Plant as many trees in the garden as required**

Different issues require different types of partnerships. A broad vision becomes a maze, leaving no clear tract to be followed. Dealing each issue separately keeps the focus and objective clear. Openness to the leadership needs of the specific project is key.

**Successful collaboration – not necessarily felling of physical boundaries**

In successful outcomes of collaborations, physical mergers are not necessarily needed. As evidenced by the Ohio initiative, which includes United Ways in Ohio, Kentucky, Indiana and even North Carolina. According to Yvonne Gray, chief operating officer of the United Way of Greater Cincinnati, geographic proximity was not nearly as important as a similar business approach and like-mindedness (Sinclair, 2001).

Based on literature review and identifying benchmark collaboration initiatives of various nonprofit agencies, a detailed analysis questionnaire was prepared (see appendix A). Collaboration members of various nonprofit members of Rice County were surveyed to identify their perception about the said collaboration of FYSC. The overall objective of study was to determine:

1. Whether the benefits of collaboration, which are identifying through literature review and discussed in previous sections, are considered important by the collaboration champions/agents.
2. What are the variables, which are considered shortcomings of collaboration by collaboration agents.
3. What is the perception of collaboration agents about the cost benefits of collaboration.

To meet the objectives, following hypothesis were analyzed:

Hypotheses # 1 – All of the benefits of collaboration are equally important for successful collaboration initiative.

Hypothesis # 2 – All the shortcomings of collaboration are equally affecting the collaboration initiative.

Hypothesis # 3 – Both direct and indirect cost are affected equally by forming collaboration of various nonprofit agencies.

**Sampling Procedure:**

The nonprofit agencies of Rice County were used as a sample of this study. A thirty three-question survey was distributed to 47 different agencies. Total 16 surveys were submitted resulting in a 34% response.

#### **Statistical Analysis:**

The range of employees of responding agencies is 5 to 250 with the median being fall between 10 to 15 employees. The size of customer-base of responding agencies varied from less than 50 to more than 8000. The average proportion of females in the respondent agencies is 58%, the average age of respondents is between 40 to 49, and Ethnicity is 100% Caucasian.

#### **Regressions and Results:**

**Hypotheses # 1 - All of the benefits of collaboration are equally important for successful collaboration initiative.**

Out of 23 benefits (see appendix A for complete list of benefits) only 5 are found to be significant predictor of overall effective for successful collaboration. Though the other benefits have relationship with collaboration, but following five have significantly strong correlation:

1. Collaboration brings in wider access to the community.
2. Collaboration reduces duplication of efforts.
3. Collaboration prospers diversity.

4. Collaboration provides better opportunities to pull funding resources from various sources.
5. Collaboration provides new areas of youth and community development.

**Hypothesis # 2** - All the shortcomings of collaboration are equally affecting the collaboration initiative.

Out of 10 perceived shortcomings of collaboration (see appendix A for complete list), based on literature review and benchmark model analysis, 2 factors are significantly correlated with collaboration, which are:

1. Collaboration increases the scope of work.
2. Collaboration increases the timeliness of decision-making.

**Hypothesis # 3** - Both direct and indirect cost are affected equally by forming collaboration of various nonprofit agencies.

In order to test third hypothesis, the cost benefits of collaboration were divided into two broad categories - direct cost and indirect cost benefits. For this study, direct cost defined as the cost, which are attributed/related to specific programs/projects of nonprofit agencies. While the indirect cost is defined as the cost which are not directly attributed/related to programs/projects, for example overhead cost. Survey results identifies that collaboration affects more significantly to the direct cost than the indirect cost. Four variables had most positive and significant relationship with the collaboration:

1. Consultant cost



2. Training cost
3. Travel
4. Rent
5. Miscellaneous administrative cost (printing, postage, newspaper bills etc.)

While collaboration, according to respondents will also affect positively the other cost elements such as tuition & benefits, equipment, personnel, membership charges, and supplies.

Based on primary research of the prospective collaboration members and secondary research of various nonprofit collaboration models following are the mitigating factors, which Faribault agencies could achieve through collaboration:

- ***Better Service Delivery***
  - There is less duplication, competition and overlap of services among collaborating nonprofit organizations.
  - Create innovative solutions to plug existing gaps and meet increasing demands
  - Provide one-stop solution for clients' needs through co-location
  - Increase ability to respond and act on a larger scale
- ***Enhanced Capacity to Solving Problems:*** A fuller spectrum of approaches to problem solving is brought to bear on seemingly intractable problems, potentially

leading to measurable progress on desired outcomes shared by all parties, including funders.

- ***Increased financial and organizational stability.*** It leads ultimately to stronger nonprofit organizations that are better able to advance their social missions. Sinclair (2001), while discussing the collaboration of United Way of America (UWA) claims that for agencies to be successful, diversification of the sources of revenue is crucial. Alliance or partnership of various agencies increases the chances of ability to generate more investment possibilities, more workplace giving, more foundation, and more government grants.

Also collaborations provides valuable access to some keenly guarded information. Some donor information that had been collected, were not available to all partners before they formally collaborated (Christoforo and Williams, 2002).

- ***Cost and time savings through shared administration and program delivery***
- ***Greater accountability of limited resources:*** It increases the likelihood that philanthropic dollars will be spent on higher impact efforts, achieving the goals of grant makers, grantees, and community leaders alike.
- ***Enhanced resource development capacity***
  - New ideas and energy
  - Funders favor collaborative proposals
- ***Access to a greater number of resources among organizations:***

- Better facilities
- Improved technology
  
- *Greater chances of networking.*
- *More cooperation among various agencies.*
- *Improved quality of life of the community at large.*
- *Increase information sharing*
- *Access to larger knowledge and skill base*
- *Greater visibility and credibility in the community*
- *More influence speaking as a united voice*
- *Reduced isolation for smaller organizations*

## IMPEDIMENTS TO COLLABORATIVE INITIATIVES

This section will identify some of the major challenges of collaboration, based on research of collaborative initiatives of various nonprofit agencies:

- Dealing with diverse personalities of nonprofit leaders.
- Timeliness of decision making process.
- Enlargement of the scope of services.
- Challenge of funder encouragement.
- Timing and structure of the initiatives.
- Lack of support for collaboration.
- Chances of higher cost due to inclusion of more initiatives and programs.
- Lack of consensus on youth development issues.

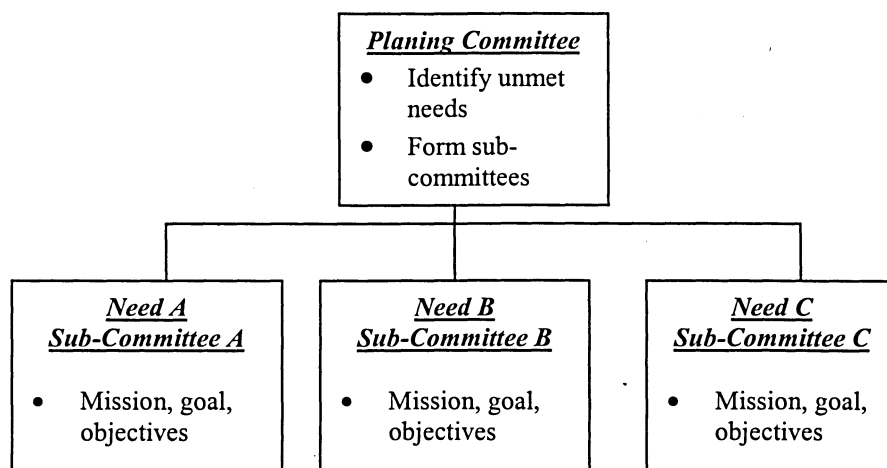
## SUGGESTIONS FOR THE PROPOSED COLLABORATION MODEL OF

### FARIBAULT

Successful collaboration strategies learned from collaboration models of various nonprofit organizations provide a good foundation to build upon. After reviewing the experiences of various models, exploring the perception of prospective collaboration partners of FYSC, and identifying best practices & reaping the fruits of their experiences, following are some of the key suggestions that can be incorporated in the FYSC collaboration model:

#### **Coalition Structure of Faribault Collaboration**

Based on analysis I would suggest formation of Planning committee that would identify unmet needs of the youths in the county by collaborating with youth and organizing various focus group sessions, surveys, talk shows, one-on-one interviews etc. Further, this planning committee shall form sub-committees to address the specific needs identified. Planning committee will be responsible for ensuring the coordinated efforts of the sub-committees. Subcommittees, on the other hand, will be responsible for generating and implementing innovative solutions to address the issue at hand.



### **Team building – Getting the right team on board**

Collaborate with organizations/individuals with whom FYSC participating agencies have already established trust through professional and personal relationships so as to facilitates negotiations. Invite people, who work directly or indirectly on youth issues, with the networks and skills needed to support the work of the coalition. This could include representatives from schools, business, the media, health, service providers, community champions, young parents or government. Those who would be interested in the issue, who are affected, who could make a difference, and who has the needed skills to contribute should be sought.

Once the principal committee is formed and unmet issues are identified the next step should be the formation of sub-committees to cater to the specific issues. An ad in the paper or on the radio can raise awareness about Faribault's coalition and encourage people to participate. Relevant nonprofit agencies should be contacted and asked to consider sending a representative from their organization. Follow up by phone and encourage them to be involved in some way.

### **Testing waters before fishing deep**

Consider starting with a demonstration project to test that compatibility of partners and then determine whether to structure a more permanent, formal collaboration. It is easier to work out the details of collaboration when only a small number of partners are involved. Consider initiating collaboration with a small number of organizations and inviting additional partners later.

### **Determining the Mission**

Let each member talk about what they think how the issue at hand can be addressed and what the coalition can accomplish. Look for common interests and concerns. Then clearly define what is required to be achieved in the long term. Once everyone agrees, short term objectives, goals, and specific activities to accomplish the long term vision can be determined.

### **Seeking buy-in of government agency**

Success of FYSC strategic collaboration also depends upon the buy-in of a government agency, thus involving the agency throughout the creation of the alliance and utilizing existing relationships with government officials can help ensure its success.

### **Training the Team**

As new coalition members are recruited, they will need an orientation to the issues and the work of the coalition. Take time to talk to each new member about the purpose of the coalition. Provide them with the mission, goals and objectives, and information about the issue of concern. Let them know about the other coalition members.

If this is a new coalition, a training event may help ensure that everyone has a good understanding of the issues. Periodic training may be necessary to help individuals or the coalition take on new tasks.

### **Organizing the Coalition**

Deciding how to select a chair, how often to meet, who will take minutes and set the agenda are necessary tasks. It can be helpful to also define a few ground rules. Discuss

how to allocate the work, taking advantage of skills and interests on the coalition. Get to know people on the coalition and find out about their skills and interests.

Discussion on the best way to work together will help individuals in a new coalition become a functional group. Members will be more likely to feel that they have say in what happens, that they are respected and that they are an important part of the coalition.



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# Detailed Analysis Questionnaire

**Faribault Youth Services  
Y.E.S**

**Please return to:**  
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**Please return by:**  
11/22/02

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Your Name

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Organization/Agency

## Instructions

### Background and Purpose

Faribault Youth Services has endeavored to gather various nonprofit agencies of Rice County to collaborate for various projects for youth development.

You have been identified as having expert knowledge of this notion. You'll be asked to provide information that, along with information from others like yourself, will help determine a prioritized list of factors, or benefits- of the said collaboration,

What is collaboration? Collaboration is a term that may represent joint venture, joint programming, administrative consolidation, idea sharing among various nonprofit organization etc.

### Demographic / Organization / Agency Information

One of the goals of following study is to be fair and objective. Therefore, it must representatively sample various groups. By answering the question(s) below, you will help us check whether the results of our study fairly represent all groups. Your responses will be kept strictly confidential and will only be used in combination with other respondents. If you have any questions, please contact the collaboration analyst.

#### Age (Please choose only one.)

- 1. 29 or less
- 2. 30 to 39
- 3. 40 to 49
- 4. 50 to 59
- 5. 60 or over

#### Gender (Please choose only one.)

- 1. Female
- 2. Male

#### Race or Ethnic Group (Please choose only one.)

- 1. African-American
- 2. Asian
- 3. Caucasian
- 4. Hispanic
- 5. Native American
- 6. Other

**Organization/Agency size (Please choose only one.)**

- 1. Less than 5 workers
- 2. 6 to 10 workers
- 3. 10 to 15 workers
- 4. 16 to 20 workers
- 5. More than 21 (Please mention the number of workers \_\_\_\_\_)

**Size of customers base (Please choose only one.)**

- 1. Less than 50
- 2. 51 to 100
- 3. 101 to 150
- 4. 151 to 200
- 5. More than 201 (Please mention the number of customers \_\_\_\_\_)

# Benefit Questionnaire

On the following pages are a number of benefits that might not be a part of the collaboration of various agencies. Read the statement describing below and rate it using the following rating scales:

<b>Agreement (with the statement)</b>		<b>Importance (of benefit)</b>
1. Not agreed		1. Unnecessary The benefit has very little or no bearing on collaboration.
2. Agreed but to a small extent		2. Useful, but not important An agency could attain satisfactory performance without this benefit.
3. Agreed		3. Important The benefit makes a noticeable difference in overall performance in the agency.
4. Agreed to a large extent		4. Very important It will be very difficult (but not impossible) to be effective without this benefit.
5. Completely Agreed		5. Essential It is impossible to perform effectively without this benefit.
DK Don't Know		DK Don't Know

□

Agreement	Importance	
_____	_____	1. Collaboration of various agencies brings in synergy of efforts.
_____	_____	2. Collaboration brings in wider access to the community.
_____	_____	3. Collaboration reduces various administrative costs.
_____	_____	4. Collaboration reduces various program costs (other than administrative costs e.g. grant writing, planning cost etc.)
_____	_____	5. Collaboration reduces the duplication of efforts.
_____	_____	6. Collaboration identifies new goals.
_____	_____	7. Collaboration provides new areas of youth and community development.
_____	_____	8. Collaboration increases efficiency of each agency.
_____	_____	9. Collaboration increases the quality of decision making process.
_____	_____	10. Collaboration prospers diversity.
_____	_____	11. Collaboration motivates agents to accomplish a variety of tasks.
_____	_____	12. Collaboration promotes cooperation among various agencies.
_____	_____	13. Collaboration provides better opportunities to pull funding resources from various sources.
_____	_____	14. Collaboration encourages utilizing existing relationships with the government officials.
_____	_____	15. Collaboration encourages support of an alliance from funder, structure an alliance that enables the funder to streamline its contracting/grant-making and effect greater impact.

- |       |       |     |   |
|-------|-------|-----|---|
| _____ | _____ | 16. | Collaboration prioritizes time and financial resources.   |
| _____ | _____ | 17. | Collaboration explains complex ideas.   |
| _____ | _____ | 18. | Collaboration brings in creative ideas.   |
| _____ | _____ | 19. | Collaboration considers initiating an alliance with a small number of organizations and inviting additional partners later. |
| _____ | _____ | 20. | Collaboration provides a structure for agencies to ally without sacrificing their identities and histories.                 |
| _____ | _____ | 21. | Collaboration provides better chances of improving technical competencies of agents.  |
| _____ | _____ | 22. | Cross-agency committees can be effective in carry out alliance initiatives and encouraging cooperation among staff.         |
| _____ | _____ | 23. | Collaboration provides opportunity to the agencies to continue their traditional service.                                   |

# Shortcoming Questionnaire

On the following page are a number of shortcomings that might or might not be a part of the collaboration of various agencies. Read the statement describing below and rate it using the following rating scales:

<b>Agreement (with the statement)</b>	<b>Importance (of the shortcoming)</b>	
1. Not agreed	1. Unnecessary	The shortcoming has very little or no bearing.
2. Agreed but to a small extent	2. Useful, but not important	An agency could attain satisfactory performance with this shortcoming.
3. Agreed	3. Important	The shortcoming makes a noticeable difference in overall performance in the agency.
4. Agreed to a large extent	4. Very important	It will be very difficult (but not impossible) to be effective with this shortcoming.
5. Completely agreed	5. Essential	It is impossible to perform effectively with this shortcoming.

□

Agreement	Importance
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

1. Collaboration increases the timeliness of decision making.
2. Collaboration shrinks many activities.
3. Collaboration increases various administrative costs.
4. Collaboration increases various program costs (other than administrative costs e.g. grant writing, planning cost, etc.).
5. Collaboration increases the duplication of efforts.
6. Collaboration increases more paperwork.
7. Collaboration requires too much time to put in.
8. Collaboration increases number of meetings.
9. Collaboration increases the scope of work.
10. Collaboration hinders performing traditional services.

# Cost Questionnaire

Please indicate which of the following head of expense your agency may decrease due to collaboration of various agencies. Please also indicate the percentage of decrease:

For example:

Expense	Decrease	By %	Not Decrease
Consultant cost	Yes _____	30% _____	N/A _____
Equipment	N/A _____	N/A _____	Yes _____

*There may not be 100% correct answer, please give your best estimation:*

Expense	Decrease	By %	Not Decrease
Personnel	_____	_____	_____
Fringe Benefits	_____	_____	_____
Training Cost	_____	_____	_____
Tuition and Fees	_____	_____	_____
Equipment	_____	_____	_____
Consultant costs	_____	_____	_____
Travel	_____	_____	_____
Alterations and renovations	_____	_____	_____
Consortium or contractual costs	_____	_____	_____
Rent	_____	_____	_____
Accounting/legal	_____	_____	_____
License permit	_____	_____	_____
Agency Insurance	_____	_____	_____
Membership charges	_____	_____	_____
Supplies	_____	_____	_____
Printing	_____	_____	_____
Postage	_____	_____	_____
Telephone	_____	_____	_____

Please mention the expenses that may not be covered above:

Other Expenses	Decrease	By %	Not Decrease
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Overall Expense	Decrease	By %	Not Decrease
Direct cost (which are attributed/related to specific programs/projects.	_____	_____	_____
Indirect costs (which are not directly attributable/related to programs/projects, for example overhead cost)	_____	_____	_____



## Comprehensive Rating

Please indicate what percentage of the activities pertaining to FYSC collaboration is covered by the items on the preceding pages. Choose only one.

- 1. 96-100%
- 2. 90-95%
- 3. 80-89%
- 4. 70-79%
- 5. 60-69%
- 6. 50-59%
- 7. 40-49%
- 8. Less than 39%