It Takes a Village—But the Village Needs Vision: The Quarterback Role in Comprehensive Community Development

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Photo courtesy of The City Project
Agenda

• **Part I:** Comprehensive Community Development and the “Quarterback” Model

• **Part II:** Three Case Studies of Housing and Community Development Organizations as “Quarterbacks”

• **Part III:** Takeaways and Challenges

• **Q & A**
Part I: Comprehensive Community Development and the “Quarterback” Model
What is comprehensive community development?

• Initiatives that seek to address the multiple social, economic, physical, and civic needs of households and neighborhoods

• **Comprehensive community initiative** (1980s-1990s): a critique of the silos

• **Collective impact** addresses specific issues through cross-sector collaborations

Source: Kubisch et al., 2010
What is comprehensive community development?

• Basic tenets:
  - Comprehensive
  - Collaborative
  - Place-conscious
  - Horizontal and vertical integration
  - Community building
  - Data-driven
Why do we need to work together?

- **Need and knowledge**: Interlinked needs of households and challenges (education, jobs, housing, healthcare, and safety)

- **Interest**: Increase impact through cross-sectoral collaborations

- **Support**: Renewed interest in comprehensive community development/collective impact among funders and policy makers (White House Neighborhood Revitalization Initiative)
Organizational challenges

Challenges relate to:

• **Funding**: Long-term, flexible funding for community building and staffing

• **Work**: Ensuring that the different activities are integrated and mutually reinforcing

• **Managing partnership**: Coordinating and supporting internal and external partners

Source: Kubisch et al., 2010
The “quarterback” model

• Coined in *Investing in What Works for America’s Communities*

• Individual, intermediary, organization, or governance body that acts as a leader in an initiative (the “backbone organization” in collective impact) by:
  - collectively articulating a vision
  - orchestrating interventions
  - marshalling resources
  - establishing shared measurement practices
  - engaging community and politicians

• **Complex systems leadership** deviates from the traditional notion of leadership to encompass more of an enabling role

Sources: Erickson et al., 2010, and Shiloh et al., 2012
Part II: Three Case Studies of Housing and Community Development Organizations as "Quarterbacks"
Case studies

Sustainable Little Tokyo: Community self-determination

Tri State Development Summit: Regional economic development

Connect: Economic security
<table>
<thead>
<tr>
<th>Initiative</th>
<th>CONNECT</th>
<th>TRI STATE DEVELOPMENT SUMMIT/ HOUSING COMMITTEE</th>
<th>SUSTAINABLE LITTLE TOKYO</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mission</td>
<td>Financial security</td>
<td>Regional economic development</td>
<td>Cultural eco-district</td>
</tr>
<tr>
<td>Location</td>
<td>Chelsea, MA (pop ~ 35,000)</td>
<td>35 counties in southeastern Iowa, northeastern Missouri, and western Illinois (pop ~ 680,000)</td>
<td>Little Tokyo, Los Angeles (pop ~ 1,800)</td>
</tr>
<tr>
<td>Time</td>
<td>2012-present</td>
<td>2005-present</td>
<td>2013-present</td>
</tr>
<tr>
<td>Lead organization</td>
<td>The Neighborhood Developers CDC (NWO)</td>
<td>North East Community Action Corporation (NWO)</td>
<td>Little Tokyo Service Center CDC (NWO)</td>
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<tr>
<td>Core partners</td>
<td>Career Source, Centro Latino, Bunker Hill Community College, Metropolitan Boston Housing Partnership, Metro Credit Union</td>
<td>Southeast Iowa Regional Planning and Two Rivers Regional Council of Public Officials</td>
<td>Little Tokyo Community Council and the Japanese American Cultural and Community Center</td>
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<tr>
<td>Main funding program</td>
<td>Department of Labor Workforce Innovation Program</td>
<td></td>
<td>Low Income Investment Fund and Citi Foundation Partners in Progress</td>
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Source: 2010 U.S. Census
Connect: A Financial Resource Center

• Achieving **greater economic security** by bundling financial, educational, housing, and workforce services

• **Chelsea, MA**: Dense, diverse, and working class

• **Core team**: housing and human service, workforce development, financial services organizations & community college
Connect: Organizational Structure

Managing partners: Meet monthly to discuss strategy

Career Source
The Neighborhood Developers
Centro Latino
Metro Credit Union
Bunker Hill Community College
Metropolitan Boston Housing Partnership

Career Source (Staff at Connect)

Connect Director

Data Manager

Connect staff: Financial coaches

Core services team: Meet weekly to discuss services
TND: financial ed, savings program, tax prep
Centro Latino: ESOL, computer literacy, pre-GED
MCU: Financial services and products
Bunker Hill: Bridges to College FAFSA assistance
MBHP: Housing stabilization and self-sufficiency services

Source: The Neighborhood Developers
Connect: The Neighborhood Developers

• Two roles: service provider and backbone organization

• Founded in 1979 to address housing issues in Chelsea and Revere, MA

• Founder and oversees the initiative’s finances, staff, facility, and data system as the “operational partner”
Tri State Development Summit & Housing Committee

• Founded 1996 to **encourage** regional economic development through transportation, housing, connectivity, and tourism

• 35 counties in MO, IL, and IA, total pop. over 600,000

• Yearly summits and representing the region at hearings and to congressional delegations

Source: Tri State Development Summit

Avenue of the Saints, photo AA Roads

Quincy, IL, during the Great Flood of 1993, photo Tri State
Tri State: Organizational Structure

Steering committee:
9 members

Aspire
Prison homes

Federal Prison System
Carpenters Union

Housing Committee
NECAC
Southeast IA Regional Planning
Two Rivers

Transportation Committee
Connectivity Committee
Tourism Committee

Annual Tri State Housing Summit

Other Housing Committee Members:

- David Toyer (Economic Development Director for the Greater Burlington Partnership)
- Raymond Holmes (Global Investments)
- Dale Bagley (Mayor of Macon, MO)
- Roy Hark (Mayor of Hannibal, MO)
- Gene Suddarth (Northeast Independent Living Services)
- Pam Broomhall (City of Keokuk, IA)
- Krystal King (First Community Bank)
- Chuck Bevelheimer (City of Quincy, IL)
- Mary Fretwell (City of Canton, MO)
- Paul Maddox (Hannibal Senior Center and NECAC Board Member)

Annual Tri State Summit
(managed by facilitator at the Great River Economic Development Foundation)
Tri State Housing Committee: NECAC

- Began in 1965 as a social service agency and grew a strong housing arm over time
- Executes the Tri State Housing Summits with housing committee members
- Provides technical assistance to partner organizations
- Helped Tri State receive USDA “Great Region” designation
Sustainable Little Tokyo in Little Tokyo, Los Angeles

- Encourages environmentally- and culturally-conscious development around the future site of a station

- Core team: Little Tokyo Service Center, the Japanese-American Cultural and Community Center, and the Little Tokyo Community Council

- Small demonstration projects and influencing city planning
Sustainable Little Tokyo: Organizational Structure

Cabinet:
Formed of committee chairs, project manager, and the project manager’s supervisor

Steering committee:
Volunteers who discuss the work of subcommittees and cabinet decisions

Decisions that affect Little Tokyo voted on by LTCC

Project Manager

Real estate committee
(chaired by LTSC)

Community outreach committee
(chaired by LTCC)

Arts and culture committee
(chaired by JACCC)

Quarterly community forums

Resource partners:
- National Resource Defense Council
- Global Green
- Enterprise
- NeighborWorks
SLT: The Little Tokyo Service Center

- Part of every layer of the initiative’s governance structure
- Shares resources, such as the Partners in Progress grant
- LTSC plays a critical role because of its knowledge of and experience working in real estate and planning in L.A.

Public charette held in September, 2013, photo courtesy of SLT
Part III: Takeaways and Challenges
Why is this important for housing?

- **A bigger impact** and a greater range of services to residents

- Partnerships help **pool intellectual and material resources** from a variety of sectors

- **Stronger argument** for continued funding and support for housing

LINC Housing, also a Partners in Progress grantee, is working to combine health and housing, photo courtesy of Partners in Progress
What can housing and community dev orgs bring?

• Understanding of complex development deals and previous experience navigating the political and planning landscape

• Rooted in their communities and committed to making residents active agents of change

• Access to resources, such as intermediaries

TND hosts NeighborCircles, a model for community engagement and social capital building hosted by Lawrence Community, pictured here, photo courtesy of Lawrence Community Works
What are some challenges and opportunities?

• **Depends on context and model** (comprehensive community development or collective impact)
  - Sustainable Little Tokyo focused on community building
  - Connect focused on data

• **Predictable challenges:**
  - Bridging different work cultures
  - Uncoordinated programs and funding

• **Specific quarterback challenges:**
  - Lack of funding leads to divided priorities
  - A strong team
  - Succession planning
  - Governance structures
How can we support these organizations?

• **Tailored support and programs** according to context and model

• **Best practices** for initiatives and the lead agencies

• **Funding:**
  - Capacity building: building up weak or strong organizations?
  - Support outcomes rather than outputs?
  - Requirements and evaluations that support best practices?
Sources and acknowledgments

Sources:


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