

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

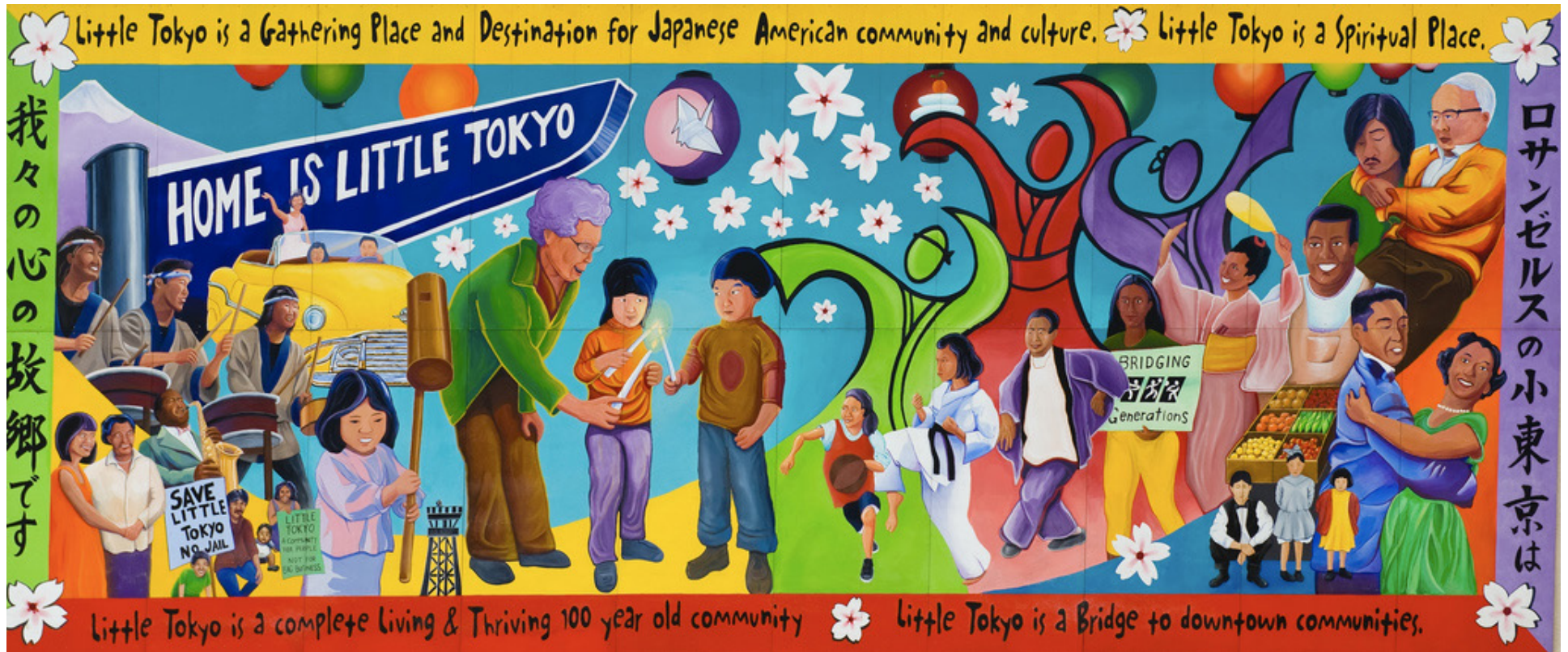


Photo courtesy of The City Project

Nathalie Janson  
2015 Gramlich Fellow  
August 17, 2015

Advisors:  
Paul Singh, Marcea Barringer, and  
Ascala Sisk of NeighborWorks  
Alexander von Hoffman, JCHS

NeighborWorks®

JCHS  
Joint Center for  
Housing Studies  
of Harvard University

# 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

# 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

# The “quarterback” model

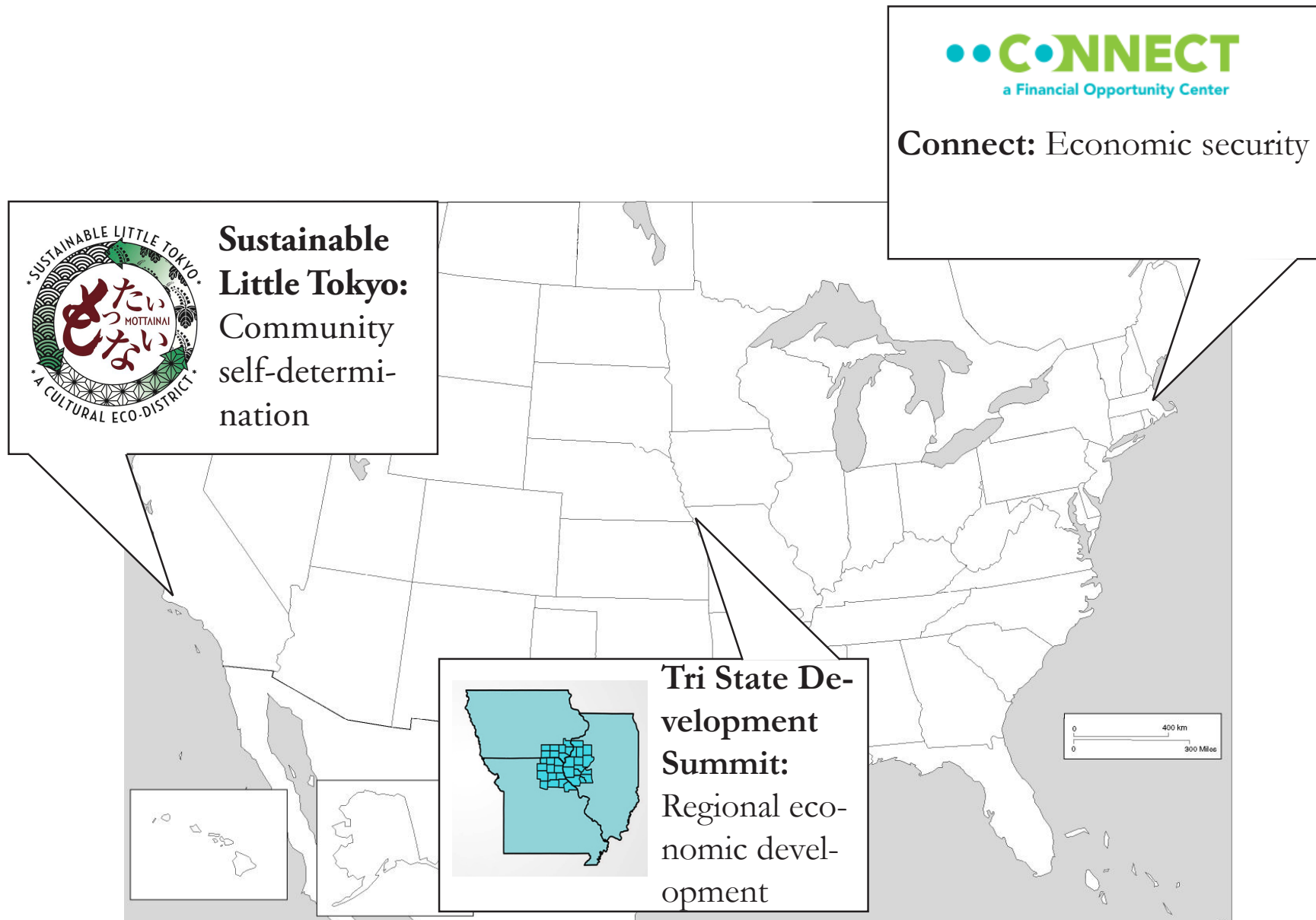
---

- 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



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

# Case studies



# Case studies

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

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 & communtiy college

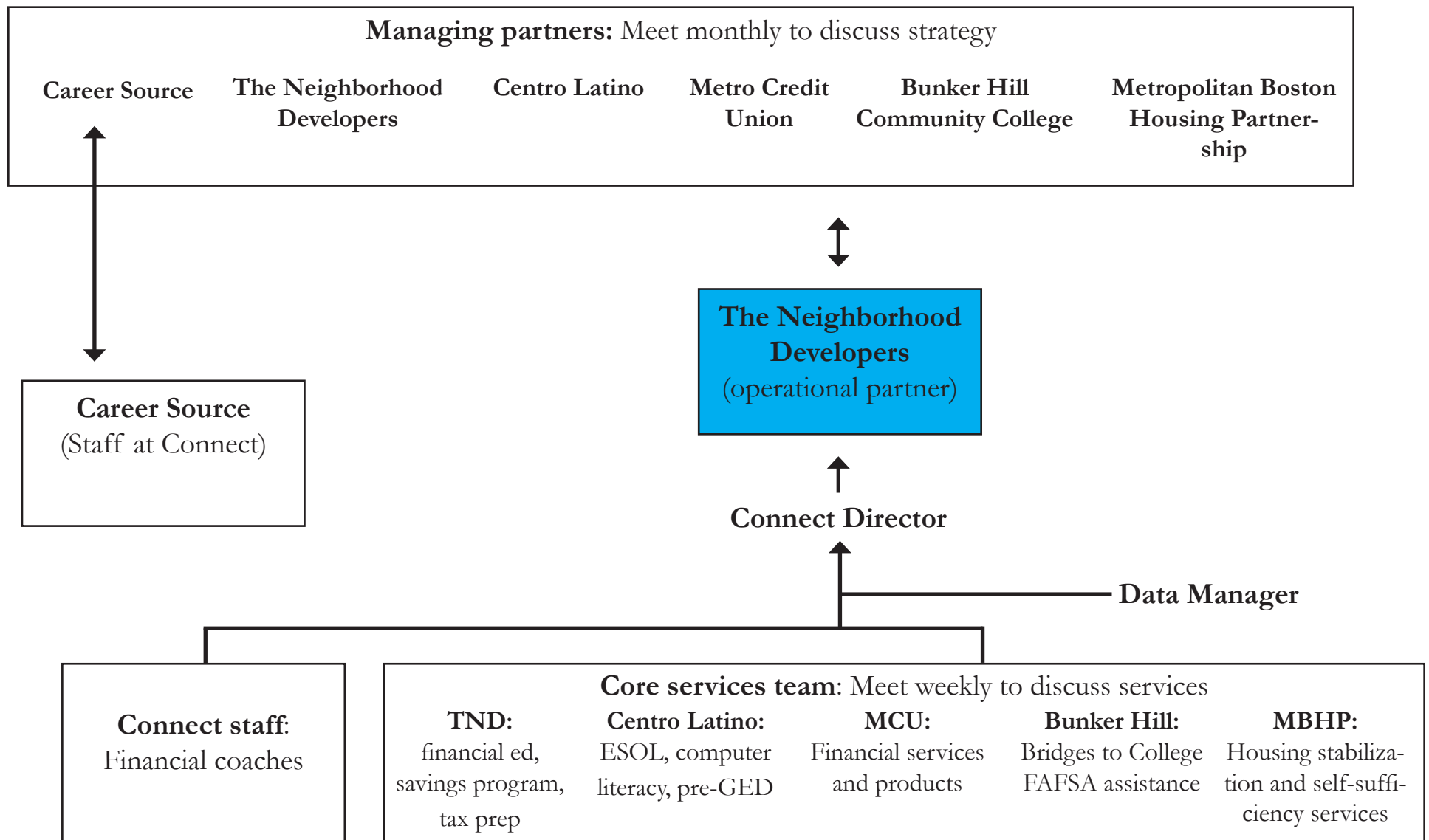


Commercial corridor in Chelsea, MA



Interior of classroom at Connect, photo Bank of America

# Connect: Organizational Structure



# 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”



TND's Box District, photo Bank of America

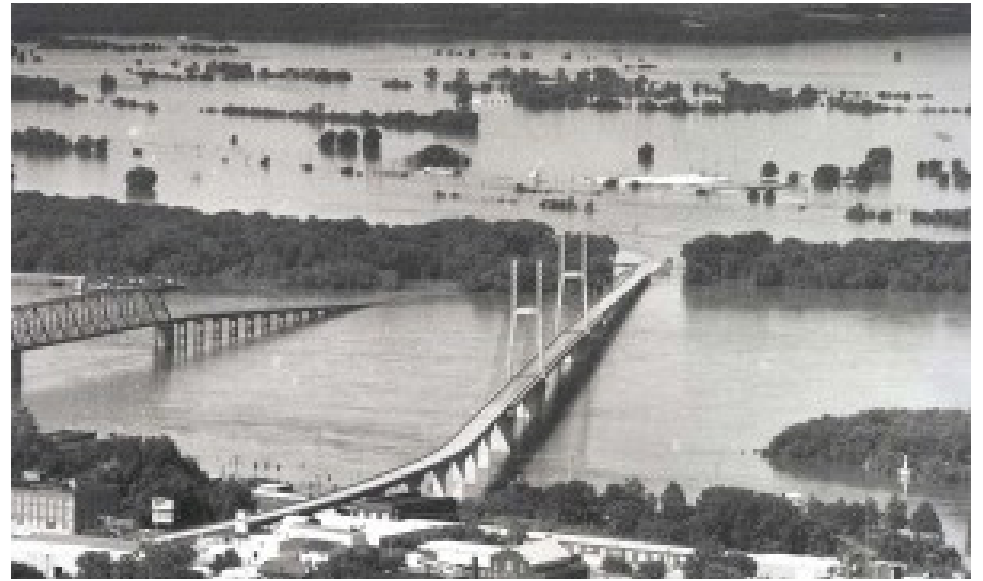


Connect is located in TND's headquarters in Chelsea, photo TND

# 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

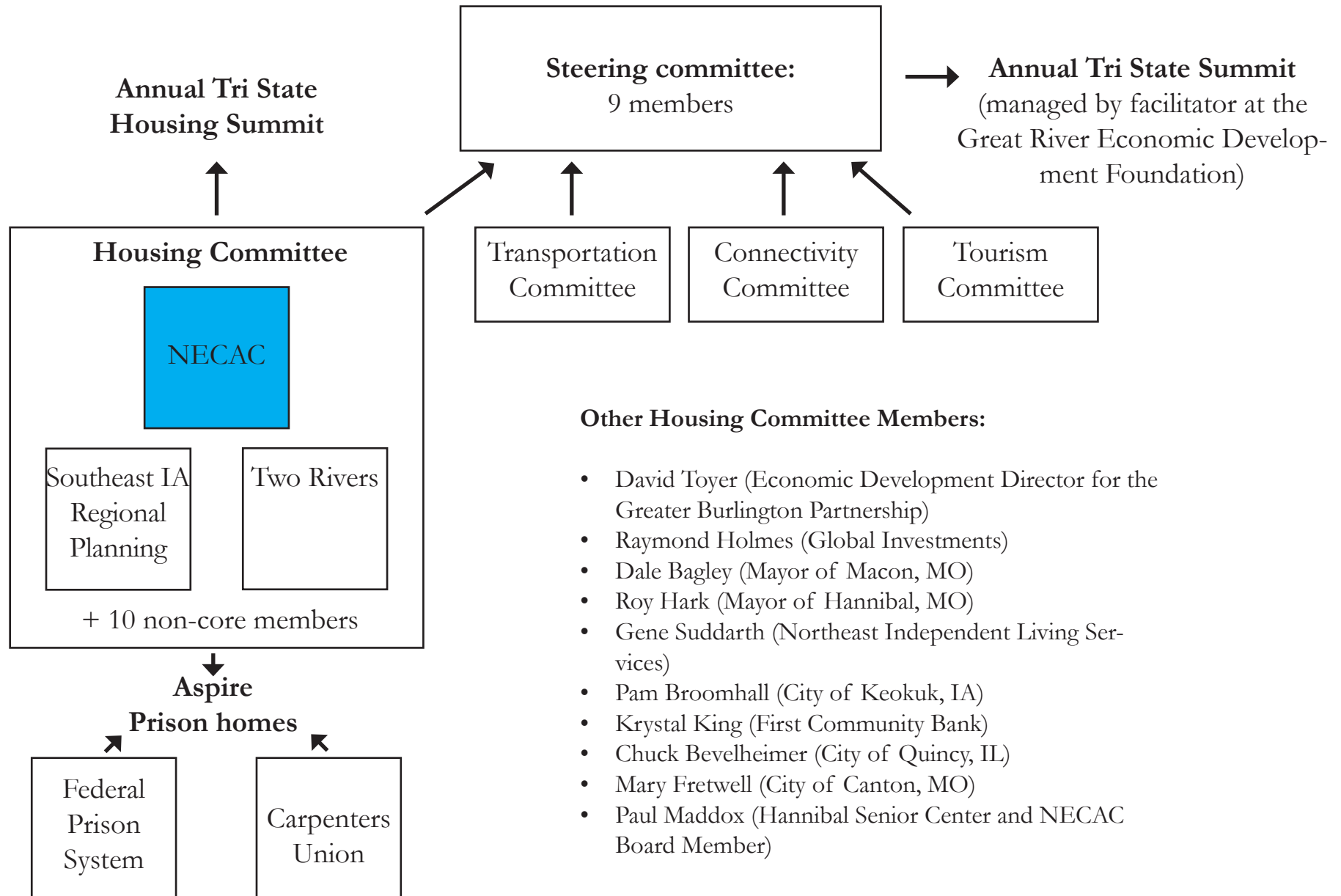


Quincy, IL, during the Great Flood of 1993, photo Tri State



Avenue of the Saints, photo AA Roads

# Tri State: Organizational Structure





# 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



NECAC office in Bowling Green, MO



2011 Tri State Development Summit, photo Tri State

# 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

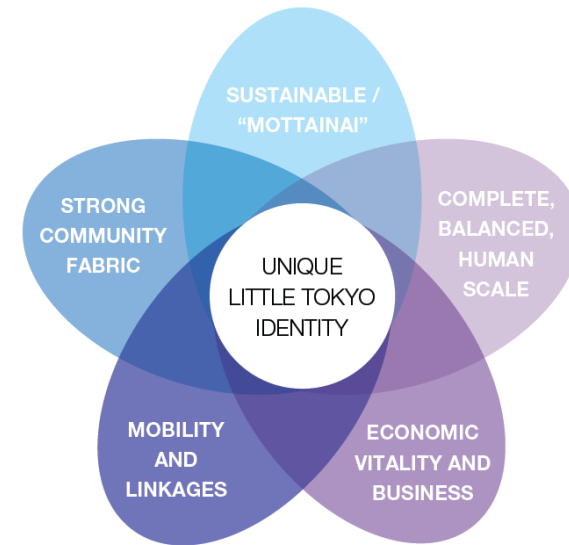


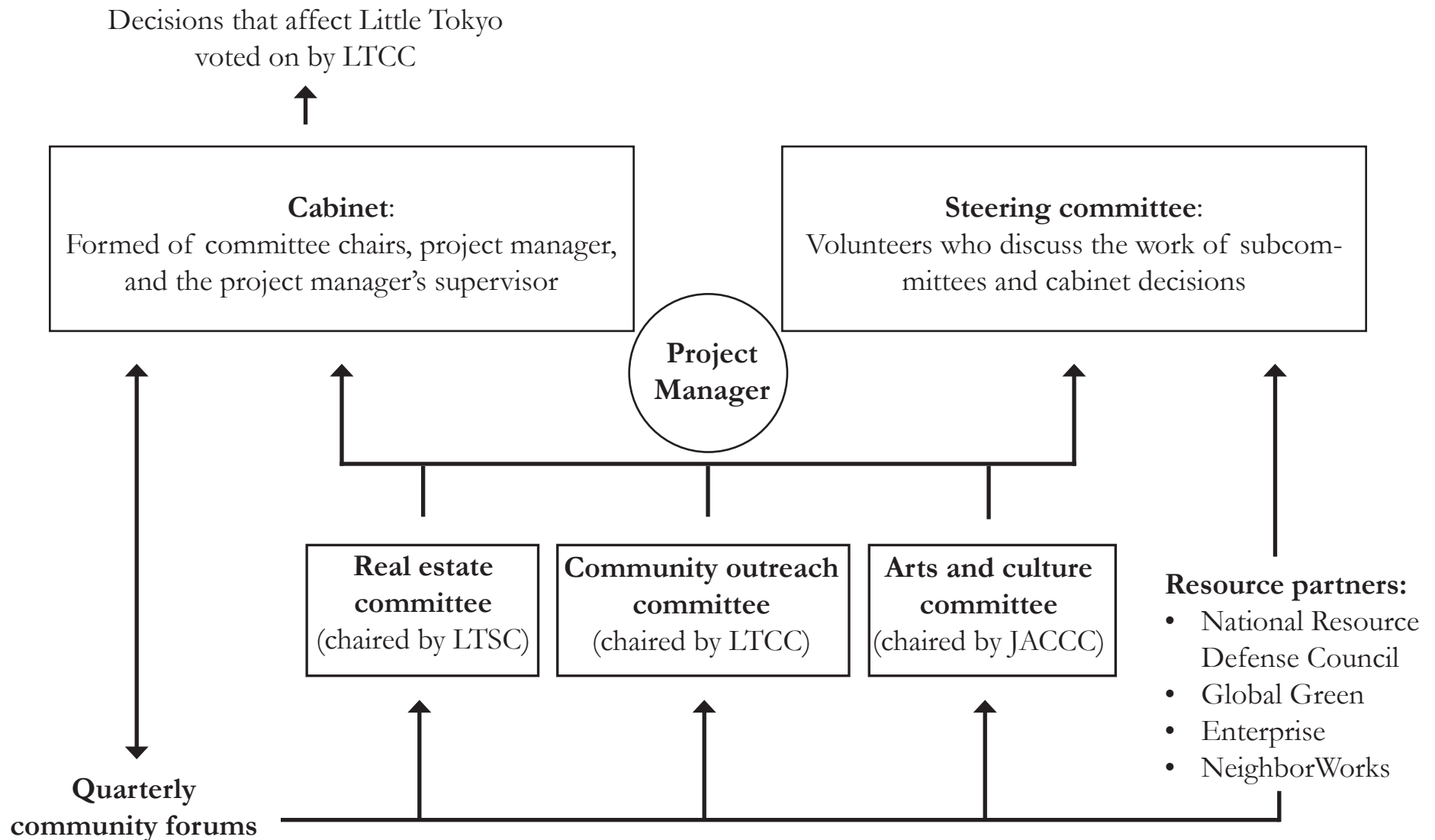
Diagram of Sustainable Little Tokyo's theory of change, courtesy of SLT



View of Little Tokyo, Creative Commons

# Sustainable Little Tokyo: Organizational Structure

---



# 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:

Collaboration for Impact. “The Backbone Organization.” <http://www.collaborationforimpact.com/collective-impact/the-backbone-organisation/>.

Erickson, David J., Cytron, Naomi, and Galloway, Ian. 2010. “Routinizing the Extraordinary.” In: Andrews, Nancy O. and Erickson, David J. eds. *Investing in What Works for America’s Communities*. San Francisco, CA: San Francisco Federal Reserve.

U.S. Census Bureau. 2009-2013. Chelsea, Massachusetts. American Community Survey 5-year Estimates. Retrieved from <http://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>.

Shiloh, Turner, Merchant, Kathy, Kania, John, and Martin, Ellen. 2012. *Understanding the Value of Backbone Organizations as Part of Collective Impact*. Stanford, CA: Stanford Social Innovation Review.

Tri State Development Summit. “Maps & Data.” <http://tristateofmind.org/news/maps-data/>

White House Neighborhood Revitalization Initiative. 2011. *Building Neighborhoods of Opportunity*. Washington D.C.: White House. [https://www.whitehouse.gov/sites/default/files/nri\\_pb\\_agencies\\_final\\_9.pdf](https://www.whitehouse.gov/sites/default/files/nri_pb_agencies_final_9.pdf).

**I’d like to thank the following people for their support, guidance, and time:** my advisors Paul Singh, Marcea Barringer, and Ascala Sisk at NeighborWorks and Alexander von Hoffman at the Joint Center for Housing Studies (JCHS); Chris Herbert and Pamela Baldwin at JCHS; Kirsten Johnson-Obey and David Dangler at NeighborWorks; my three case studies TND/Connect, NECAC/Tri State Development Summit, and LTSC/Sustainable Little Tokyo; Keri Nicole-Dillman and Ann Verrilli; Prabal Chakrabarti; Michael Eisenbrey; and, last but not least, Sam LaTronica, also a Gramlich Fellow.

