



Wells Fargo Regional Foundation Collaborative Training Program

Gateway Collaborative Diagnostic Survey Report

Background: The Wells Fargo Regional Foundation (“The Foundation”), in partnership with Community Wealth Partners, designed the Collaborative Training Program to support the Foundation’s collaborative grantees with their capacity building needs. Both the Foundation and Community Wealth Partners understand the crucial role that successful collaboratives play in neighborhood revitalization efforts and want to support these groups in achieving their long-term outcomes.

To better understand the collaboratives’ training needs and help set the groups up for success, every collaborative partner was encouraged to complete a Collaborative Diagnostic Survey (“the survey”). The survey questions are designed to assess several key building blocks that are viewed in the field as important keys to the success of collaboratives. These building blocks included: ***Building a strong collaborative culture; Developing a clear structure; Building collaborative communications, administration and operations capacity; Identifying short-term and long-term actions; and Improving stakeholder engagement and community inclusion.***

The individual report is a summary of the responses from your specific collaborative. It reflects the strengths and opportunities for growth identified by members of your collaborative. It will serve as a starting point in working with your coach and we hope it will also serve as a helpful resource for conversations within your collaborative.

Please note: This report represents a compilation of the individual collaborative members’ perspectives. It is a tool for conversation and should not be viewed as an official evaluation of the collaborative’s actual competency levels.

Summary of Survey Data: Below is a summary of the number of collaborative partners who completed the survey and the key strengths and areas of growth identified in the survey.

Collaborative Name	Survey Respondents
Gateway Neighborhood Collaborative	6

Key Collaborative Strengths

- Culture: Level of trust among collaborative partners
- Operations and planning: Effectiveness of meetings and communication
- Stakeholder engagement: Cultivating local leaders

- Culture:
 - Clear group norms and behaviors
 - Shared commitment to group – putting collaborative ahead of organization
- Structure: Clarifying agreed-upon structure – and putting it on paper (could include decision-making processes)
- Doing the work: Sharing fundraising among the collaborative
- Stakeholder engagement: Increasing resident leadership in collaborative

In addition to strengths and opportunities for growth seen in the survey data, survey respondents also identified the following areas they would want to focus on in the collaborative training, captured below.

Potential Focus Areas Identified

- Articulating a clear vision statement and collaborative actions to get there:
 - Refine our “shared vision”
 - Develop action plan
 - “Identify best practices and strategies to enhance the relationships of existing partnerships with tools on action planning”
- Improving stakeholder engagement and community inclusion:
 - “Connecting to those pockets of the population which are isolated”
 - Building “more consistent stakeholder engagement”
- Structure:
 - Focus on “operationalizing the collaborative structure of GNC, i.e., in terms of decision-making, communication, etc.”

Additional sections of the report describe the full survey data in more detail, to be discussed on the upcoming group kickoff call with Community Wealth Partners. For any questions until then, email Walter Howell at whowell@communitywealth.com.

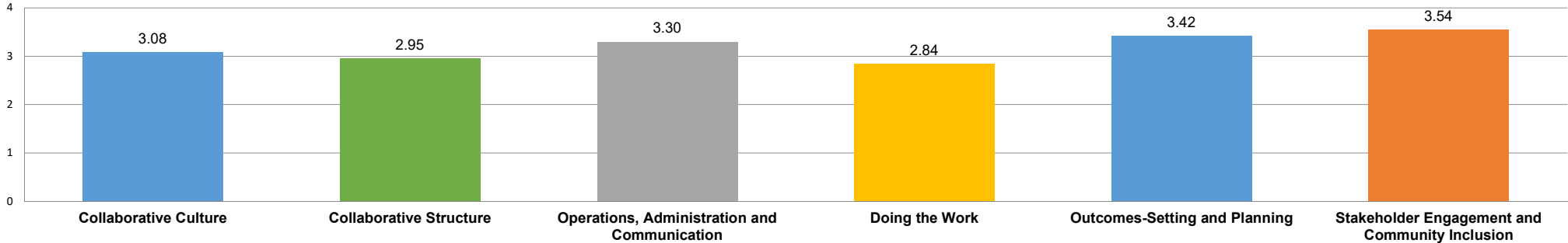
Gateway Neighborhood Collaborative (with PARTNER)



Regional Collaborative Diagnostic Report

August 2017

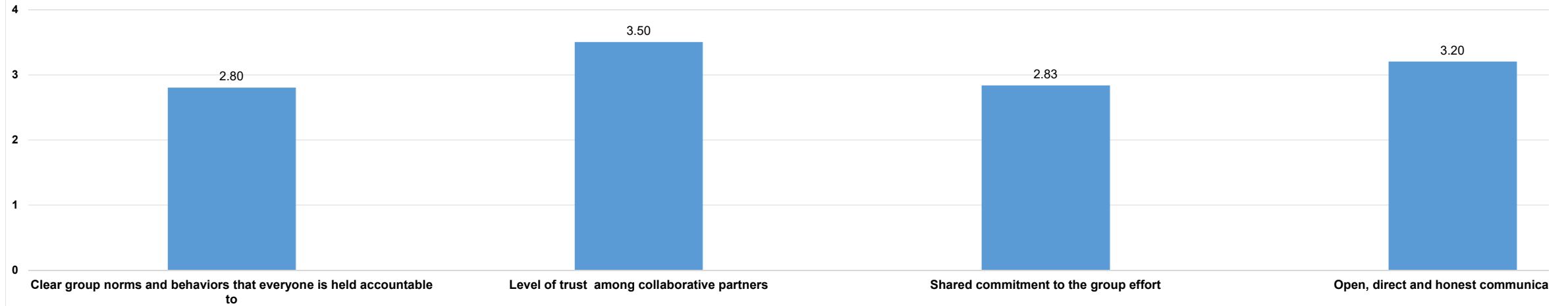
Core Functional Area Overview



Priority Area	Statement	Description 1 (Lowest)	Description 2	Description 3	Description 4 (Highest)
Collaborative Culture	Clear group norms and behaviors that everyone is held accountable to	We do not have any norms or behaviors we all follow when interacting with each other.	There are some norms or standards for how we interact, but they are unspoken and not everyone follows them.	We have agreed-upon norms and behaviors for how we work together, but members are not consistently held accountable to them.	We have clear norms and behaviors for how we work together that everyone follows and is consistently held accountable to.
	Level of trust among collaborative partners	Trust is limited.	Trust is limited but partners are working to build stronger relationships among members.	Partners generally have trusting relationships, but not across the board.	Partners have trusting relationships and are intentional in maintaining and strengthening trust in the group.
	Shared commitment to the group effort	Each organization prioritizes its own agenda to the detriment of the collaborative.	Partners express commitment to the collaboration but rarely take actions for the collaborative's benefit.	Most partners demonstrate commitment to the collaborative effort in their daily work as an organization.	All collaborative partners demonstrate commitment to the effort and value collaborative priorities in their own organization's work.
	Open, direct and honest communication	There is no honest and direct communication within the collaborative.	Collaborative partners are not comfortable expressing their opinion, especially in instances of conflict.	Some members are comfortable expressing disagreement or other opinions, but not all members.	The collaboration has an open atmosphere where all members feel comfortable communicating, even when there are disagreements and conflicts.
Collaborative Structure	Clear, agreed-upon structure (how we are organized)	The collaborative does not have a clear structure.	There is a vague sense of how the collaborative is structured but nothing is on paper.	The collaborative has a clear structure that members understand but it has not been put on paper in a formal way.	The collaborative decided on its structure and it is described clearly on paper.
	Partners' understanding of their roles and responsibilities	The collaborative does not have clear roles and responsibilities.	The roles and responsibilities are inconsistent and informal and most members do not understand their role.	The collaborative has identified roles and responsibilities but not all members understand or embrace their assigned roles.	The collaborative has identified roles and responsibilities that all members understand and agree to (and these roles are in written agreements / MOUs).
	Collaborative leadership	The collaborative does not have clear leadership.	The collaborative leadership is clear, but marginally effective.	The collaborative leadership is strong in most but not all areas.	There is strong leadership in the collaborative that effectively leads and engages partners in its work.
	Extent to which decision-making is clear, transparent, and well-communicated	Decision making processes are not clear and/or transparent.	Decisions are made in the collaborative but the process is not clear and/or transparent.	The collaborative has a clear decision-making process but final decisions are not always clearly shared with all members of the collaborative.	The collaborative has a clear, transparent decision-making process. Final decisions are shared with all collaborative members in a timely manner.

	Balance of power and responsibility	Power rests in 1-2 people – it is not shared.	A small group controls all aspects of the collaborative work with some input.	Power is shared broadly across the collaborative, but there are still 1-2 clear leaders with the most power.	Power is even and everyone contributes equally to the collaborative.
Operations, Administration and Communication	Effectiveness of meetings	Meetings are not well-organized or well-run. Little actual progress is made during meetings.	Meeting facilitation skills are weak. Meetings are often called either too frequently, or not frequently enough. Meetings do not consistently enhance collaborative efforts.	Meeting facilitation skills are good but there is still room for improvement. Meetings are called appropriately, but agenda items are not always action oriented.	Meetings are effectively run and agenda items accomplished. Progress of the collaborative effort is consistently enhanced by the meetings.
	Effectiveness of collaborative-wide communication	Communication is inadequate, members do not know enough about the work of the collaboration.	Communication is inconsistent.	Communication is regular but the content is not sufficient and it doesn't always have clear action steps.	Communication is regular, complete and includes agreements and next steps.
	Equal participation and follow through	Almost no one consistently follows through on their commitments to the collaborative.	Follow-through on action items is inconsistent and there is no accountability mechanisms to ensure people to the work.	The majority of participants follow through on their tasks.	Everyone follows through on their tasks and contributes equally to the work of the collaborative. It is clear how people are held accountable to their tasks, as well.
	Level of financial and in-kind resources to support the collaborative's work (not including Wells Fargo Regional Foundation):	We are not confident that, as a collaborative, we will achieve financial sustainability this year.	We are confident we will have one year of financial sustainability.	We are confident we will have two years of financial sustainability.	We are confident we will have three or more years of financial sustainability.
Doing the Work	Sharing data and information across the collaborative	Partners have not shared data or other information with each other at all.	Some partners share data with other members of the collaborative.	Most partners share outcomes data with other members of the collaborative and there is an informal/ad hoc system in place to facilitate data and information sharing.	All partners share data with the collaborative and there is a formal system in place to facilitate more of this data-sharing going forward.
	Consistently communicating our collaborative's work externally	The collaborative has not discussed how to describe our work to external groups.	Some partners in the collaborative have discussed how to communicate our work, but nothing formal is in place to share externally.	Partners discuss how to communicate key events and actions to external partners and generally share the same messages, but this is not a consistent practice.	Partners consistently share the same message about the collaborative's work with external groups and it is effective in gathering support through this shared messaging.
	Shared fundraising across the collaborative	The collaborative has not discussed shared fundraising.	The collaborative plans to discuss shared fundraising, but has not done so yet.	The collaborative has brainstormed, but not yet finalized, a shared fundraising plan across the collaborative.	The collaborative has shared fundraising plans and strategies, which includes clear roles and actions for partners involved.
Outcomes-Setting and Planning	Clear and actionable outcomes/goals	The collaborative does not have clear outcomes we are striving to achieve.	The collaborative outcomes are not realistic or practical.	The collaborative outcomes are pretty clear and strong, but lack specific short and midterm actionable items.	The collaborative outcomes are aspirational, yet clear and actionable.
	Action plans and check-ins on progress toward goals/outcomes	We do not action plan for our work and planning is chaotic.	We developed an action plan to track our progress, but it has not been discussed since its creation.	We developed an action plan and at least annually check-in on progress toward reaching the goals described in it. We missed some milestones but have not updated the plan accordingly.	We action plan our work and regularly discuss our progress to achieving our goals. When we do not meet milestones, we discuss barriers and determine the best way forward.
Stakeholder Engagement and Community Inclusion	Resident leadership in the collaborative	Resident leaders are not at all engaged in the collaborative – they do not attend meetings and are not engaged in the work.	One or two resident leaders come to collaborative meetings and participate.	Collaborative meetings have a number of resident leaders present, and there is a good amount of outreach for further community engagement and support.	Resident leaders are at the table, driving decisions, and leading the work on the ground. We also work to build up more resident leaders.
	Level of engagement of key municipal-wide and local leaders in a way that supports collaborative's work	The collaborative does not engage important municipal-wide or local leaders in our work.	The collaborative shares information about the collaborative with important municipal-wide and local leaders, including inviting them to participate in events and efforts.	The collaborative has a modest level of engagement with key municipal-wide leaders - they support some actions we are taking but support is not reliable.	The collaborative regularly engages key municipal-wide and local leaders in our work. There is an ongoing level of engagement and they support the collaborative's work in a variety of ways.
	Level of additional stakeholder engagement (such as schools, businesses, additional community leaders)	The collaborative does not pursue additional stakeholder involvement.	The collaborative is interested in expanding stakeholder involvement but does not yet do so consistently.	The collaborative reaches out to new stakeholder groups, when appropriate, but often they do not join the effort effectively.	The collaborative consistently reaches out to new stakeholder groups and has them join in the effort as appropriate.

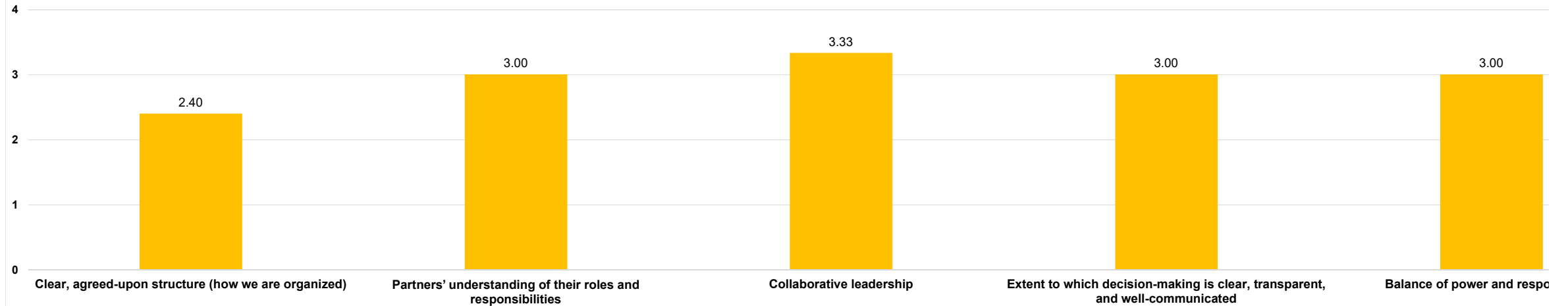
Collaborative Culture



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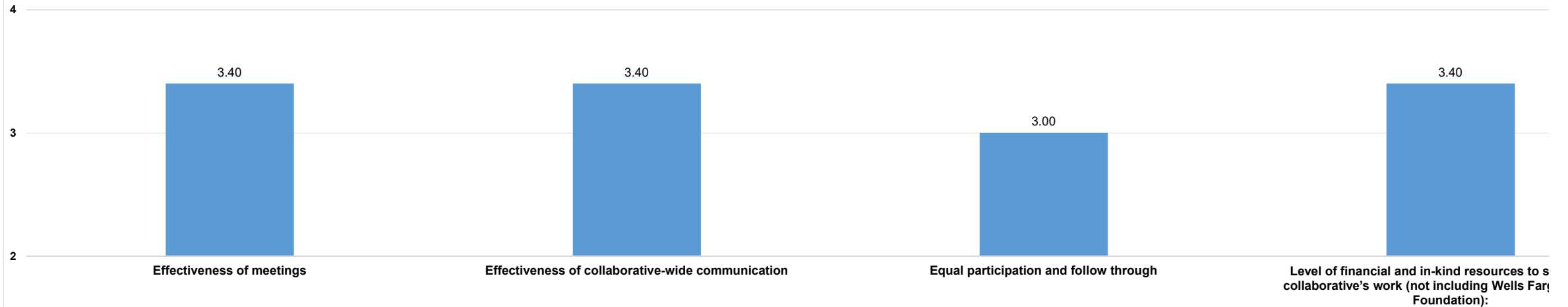
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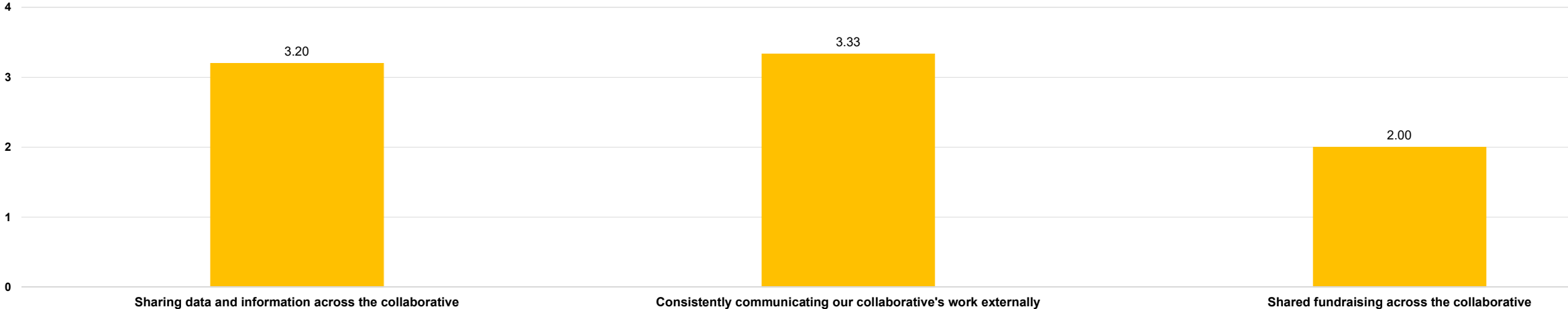
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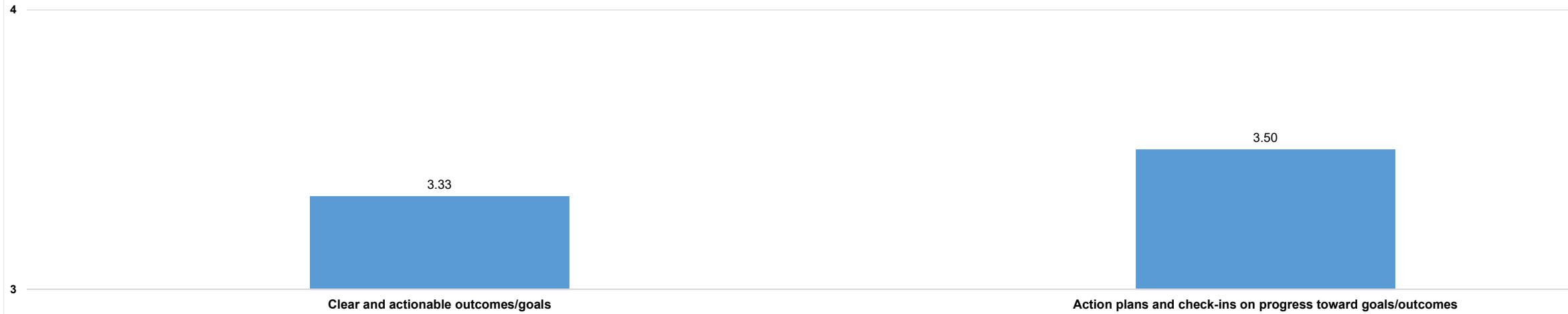
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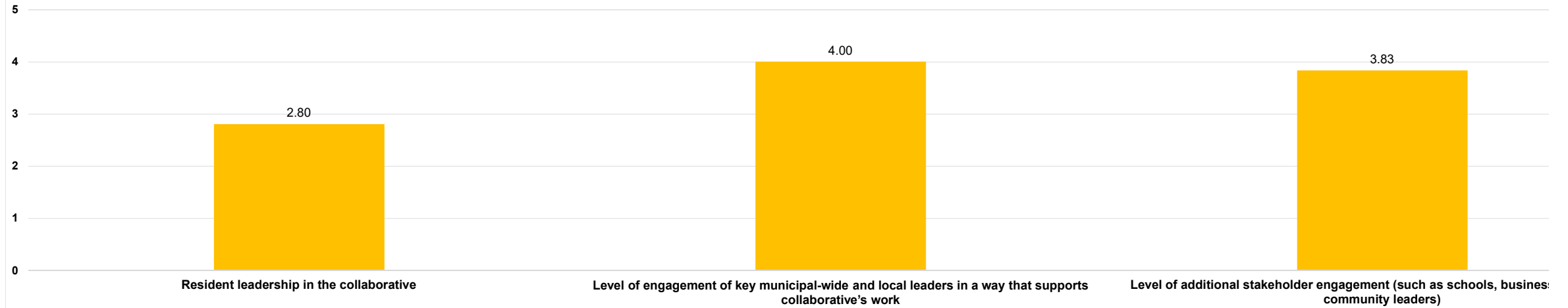
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Stakeholder Engagement and Community Inclusion

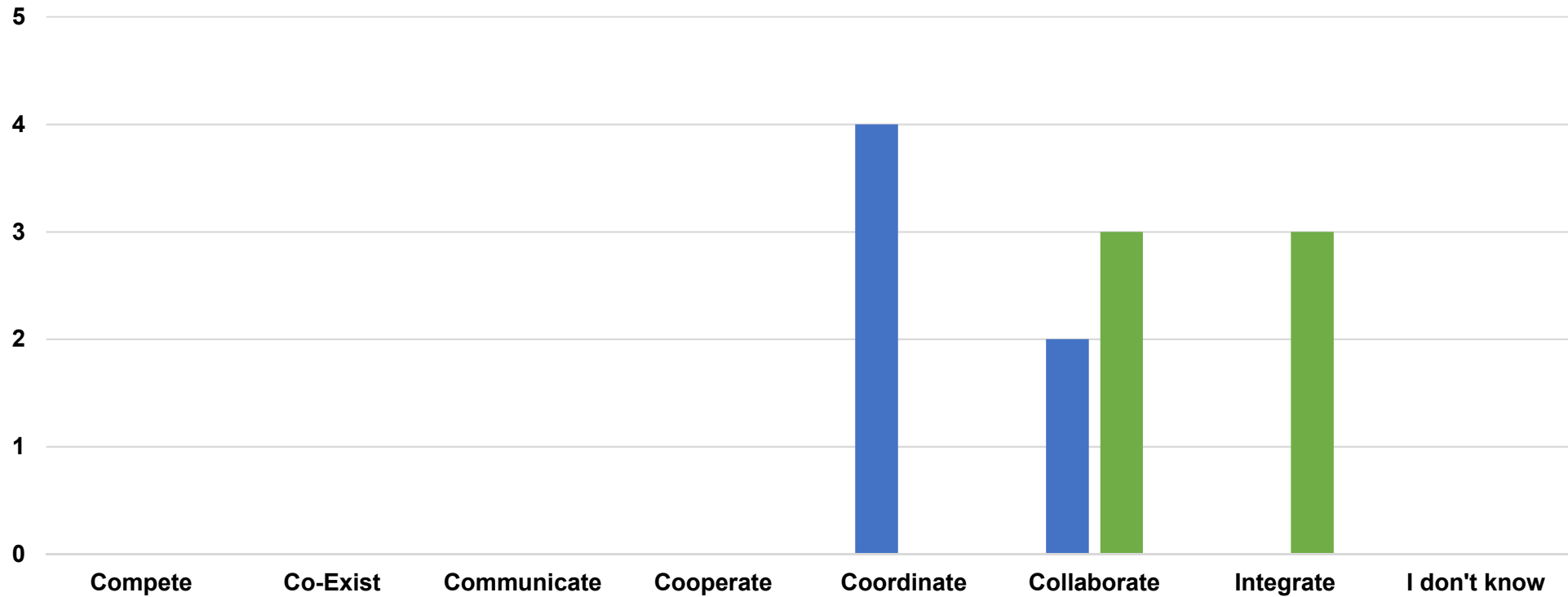


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The Collaborative Spectrum

■ Where they are now ■ Where they want to be in a year



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	Compete	Co-Exist	Communicate	Cooperate	Coordinate	Collaborate	Integrate	I don't know
Where they are now	0	0	0	0	4	2	0	0
Where they want to be in a year	0	0	0	0	0	3	3	0