

Powerful Collaborations at the Intersection of **SOCIAL JUSTICE** and



the **ENVIRONMENT**

Lessons Learned from the
Diversity Network Project

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EXECUTIVE SUMMARY

This report documents the lessons learned in the five-year history of the Diversity Network Project (DNP). DNP was formed in 1998 by a group of funders dedicated to building common ground between the cause of environmentalism and the struggle for social and economic justice.

The purpose of DNP was two-fold: first, to learn from and support the development of existing diverse, multi-constituency collaborations, as well as emerging strategic conversations and opportunities for new collaborative work; second, to increase sustainability in the San Francisco Bay Area.

Today, based on lessons learned, DNP is poised for redefinition and possible expansion with funders interested in supporting collaborative efforts in the San Francisco Bay Area.

LESSONS LEARNED

Lesson 1: Strong Collaborations Combine Organizing and Policy Advocacy for Big Impact

One of DNP's most important lessons came from simply observing the power of collaborative work that connects social justice community organizing with environmental advocacy. DNP also learned that in continuing to strengthen the connection between disadvantaged communities and public policy, it remains critically important to ensure that organizations based in affected communities not only participate in the legislative arena, but transform it as well.

Lesson 2: Strong Collaborations Develop Innovative Approaches to Community Participation

The most successful DNP-supported collaborations were those with innovative approaches to community participation that increased their effectiveness and positioned affected communities as more equal partners in relationship to environmental-based organizations. These practices include:

- Respecting community expertise.
- Creating new, inclusive vehicles for participation, decision-making, and planning.
- Resourcing community participation.

Lesson 3: Strong Collaborations Seize Immediate Opportunities While Working Toward Longer-term Goals

Many collaborative efforts form to take advantage of a particular opportunity, such as a governmental planning process to develop regulations or distribute funding. The strongest collaborations were able to make an immediate impact on the decisions at hand while building capacity to exceed and outlast the particular moment.

Lesson 4: Strong Collaborations Make a Structured Commitment to Equity

Over the course of its history, DNP's understanding of diversity has evolved to become more precise and even more ambitious. Ultimately, DNP began to re-examine its focus on diversity, which is commonly understood as representation of people of different races/ethnicities. DNP now recognizes the need to focus on collaborations that have a structured commitment to ensuring equity in power and resources among partners. Some key components of equity are:

- Adequate funding for organizations based in affected communities;
- Specific plans and processes for surfacing and addressing differences in power and capacity; and
- A demonstrated role for affected communities in setting the agenda for the collaborative.

Lesson 5: Strong Collaborations Require Investment In Their Internal Health

DNP began primarily as a funding program. However, it evolved over time to support the group process and skills building that emerged as critical for the collaborations it was supporting. Collaborations require:

- Investment in group process and development of unique competencies;
- Organizational development support; and
- Paid staff and core support for member organizations.

Lesson 6: Strong Collaboratives Need New Funder Practices and Perspectives

DNP set out to support work that often falls outside neat funding categories and requires innovation in funder practices and perspective. Reflecting on the program's experience, DNP concludes that there are many useful ways that funders can approach collaboration.

RECOMMENDATIONS FOR FUNDERS

This report suggests that funders can play a vital role in supporting collaboration.

1. Funding is needed to support:

- Collaborative work that connects social justice community organizing with environmental advocacy, recognizing the complex issues of power within these collaborations;
- Collaborations with innovative approaches to community participation;
- Collaborations that seize immediate opportunities while maintaining longer-term goals;
- Collaborations that demonstrate key components of equity; and
- The organizational development needs of collaborations.

2. New funding practices and perspectives are needed to:

- Create opportunities for emerging intersections of work to take root;
- Understand the unique and urgent organizational development needs of collaboratives;
- Provide start up investments;
- Offer speed and flexibility in grant making;
- Establish realistic expectations of collaborations;
- Encourage variety and experimentation in collaboration;
- Support collaborations over the long haul; and
- Recognize the many phases of collaboration needing support.

At the core of our vision – that all communities and peoples should live, work, play and learn in clean and healthy environments – are radical notions of change...No one organization alone, or one community alone, will be able to build the power needed in this kind of systemic change. This is change that will require a movement of the majority – a movement that brings together the power from all our affected communities, and draws on all the tools we have at our disposal.

— Vivian Chang, Asian Pacific Environmental Network

I. INTRODUCTION

This report documents the lessons learned in the five-year history of the Diversity Network Project (DNP). DNP was formed in 1998 by a group of funders dedicated to building common ground between the cause of environmentalism and the struggle for social and economic justice. The founding members were the San Francisco Foundation, the Wallace Alexander Gerbode Foundation, and the William and Flora Hewlett Foundation. These funders believed that joining forces across diverse constituencies was essential for building this common ground and achieving the broader goal of global sustainability.

The purpose of DNP was two-fold: first, to learn from and support the development of existing diverse, multi-constituency collaborations, as well as emerging strategic conversations and opportunities for new collaborative work; second, to increase sustainability in the San Francisco Bay Area. The project sought to make an impact in several issue areas: environmental health, smart growth, environmental justice, urban environment, community building, and community development.

In a relatively short amount of time, DNP funding has helped bring about remarkable impacts including:

- Passage of a San Francisco “Precautionary Principle” ordinance—the first in the country—mandating that government take preventive action regarding public health and safety, shifting the burden of proof to the producer and inviting impacted communities to participate in regulatory decision-making.
- Support for 100% transit funding by the Metropolitan Transportation Commission when grassroots advocates joined forces with traditional environmentalists and transit advocates. This victory (1) stopped the siphoning of funds from public transit to suburban sprawl and (2) preserved vital bus service to low-income communities.
- A small occupational health center evolving into a regional immigrant worker center, bringing together legal services, occupational health expertise, union perspective, and grassroots organizing experience into a permanent infrastructure for a strategic, intentional, multi-racial, multi-sector collaboration.

- The passage of a sustainable energy plan by the San Francisco Board of Supervisors adopting progressive methods to conserve energy usage and to provide the cleanest sources of energy production possible. Community advocates are building from this initial victory to push for the closing of the Hunters Point Power Plant, a major polluter.

Each of these examples demonstrates the power of collaboration that connects social justice community organizing with environmental advocacy. Moreover, collaboration can increase the overall effectiveness of collective work, build power, and pre-empt “wedge dynamics” that pit potential allies against each other. Through coalitions, powerful intersections are emerging between transit workers and transit advocates, farm worker organizers and environmental justice groups, affordable housing organizations and open space advocates, criminal justice activists and groups focused on regional sustainability. As we celebrate these victories, we also recognize how far we still must go to realize our vision of sustainable communities.

There are many unknowns when crossing boundaries separating issue areas, interests, sectors, disciplines, tactics, geography, culture, class, race and communities. Nonetheless, DNP began with the belief that greater risks bring greater rewards. We also knew that the risks were the opportunity, understanding that some would fail.

In the first year of its existence, DNP interviewed collaborative efforts building sustainable communities in the Bay Area. The lessons learned were captured in a report published in 1999, *Common Ground: Building Collaborations for Sustainable Communities in the San Francisco Bay Area*, authored by Omowale Satterwhite and Kimery Wiltshire. *Common Ground* focused primarily on describing unifying issues and trends in collaboration.

After the release of *Common Ground*, DNP continued on to design a multi-faceted joint funding initiative. To achieve its purpose, DNP evolved to include:

- Grant making based on easy application processes, quick grant turnarounds, and flexibility in the types of work supported;
- Capacity building through convenings and trainings for organizations receiving funds, as well as no-cost organizational development and facilitation services;
- Funder education about Bay Area collaborations, the issues they are addressing, and the supports they need; and
- Opportunities to build the field by sharing best practices and lessons learned both with the funders supporting the project and the grantees.

Over the past five years, DNP has succeeded in its goal of supporting new and emerging collabora-

TERMINOLOGY
sustainability

How does DNP define sustainability?

Sustainable communities:

- Are economically prosperous
- Enjoy a quality environment
- Realize social equity

Sustainability is more than traditional environmentalism. It includes the social and economic sustainability of all communities, especially disproportionately impacted communities of color.

tive work, providing small opportunity grants of up to \$10,000, as well as a final round of \$20,000-\$25,000 grants to past grantees to strengthen work already in progress. In all, 38 grants were made, totaling \$392,500 in funding to twenty-six different collaborative efforts in the Bay Area. (For a complete listing of DNP grantees, see the Appendices). DNP also provided three trainings open to all grantees, four convenings for grantees including the project sponsors and other funders, and a Northern California Grantmakers briefing regarding lessons learned from the DNP project. Finally, organizational development consulting was provided to five collaborative efforts

Powerful Intersections reflects DNP's commitment to learning from this funding experience and the organizations it supported. This report is the culmination of a group reflection process in which we invited DNP funders, grantees, and other resource people to examine the lessons learned from DNP and their implications for future funding and collaboration. This process included interviews with 23 individuals representing seven collaborative efforts that received DNP funding, as well as nine interviews with other funders, leaders in the field, and individuals from DNP's past and present. (For a list of people interviewed, see Appendices).

Today, based on lessons learned, DNP is poised for redefinition and possible expansion with funders interested in supporting collaborative efforts in the San Francisco Bay Area. The insights gained about what DNP did and did not accomplish lay an invaluable foundation for future work. The purpose of this report is, therefore, to present the experience, ideas, and implications of DNP for those who will continue working across diverse issues and interests to realize sustainable communities.

TERMINOLOGY

collaboration

DNP began with a commitment to collaboration as the intentional interaction of nontraditional allies, whether through a formal coalition, a working group, or some other structured intersection of unconnected and sometimes unexpected participants. Our understanding of collaboration is captured in the following definition:

Collaboration occurs when parties who see different aspects of a problem agree to explore their differences and search for solutions that go beyond their own limited vision of what is possible.

**— From *Coalitions: Solving the Riddle*,
prepared by Dovetail Consulting, Inc. in association
with Hollyhock Leadership Institute, 2003.**

DNP set out to support collaboration and we have done that quite successfully. But, we've also learned a lot about the need to go even deeper toward strategic alignment and real connection to affected communities. We've learned that we all need to push ourselves to a new level of alliance building.

— Arelene Rodriguez, San Francisco Foundation

II. LESSONS LEARNED

Over its five-year history, DNP has undergone a significant evolution. DNP has been successful in accomplishing many of its goals, providing a rich body of experience for other funders seeking to support collaboration. Equally important are the lessons to be drawn from DNP's challenges. DNP needed to respond to important issues and opportunities, resulting in subtle and even unexpected transitions in focus and strategy.

The following section summarizes the lessons learned from DNP.

DNP LESSONS LEARNED

STRONG COLLABORATIONS:

- 1. Combine organizing and policy advocacy for big impact;**
- 2. Develop innovative approaches to community participation;**
- 3. Seize immediate opportunities while working towards longer-term goals;**
- 4. Make a structured commitment to equity;**
- 5. Require investment in their internal health; and**
- 6. Need new funder practices and perspectives.**

LESSON 1: Strong collaborations combine organizing and policy advocacy for big impact

It's a challenge for a small local organization to participate in state policy work. All along we've seen and acted on the importance of doing alliance building as a key strategic approach to our work.

— Antonio Diaz, People Organized for the Defense of Environmental Rights (PODER)

One of DNP's most important lessons came from simply observing the power of collaborative work that connects social justice community organizing with environmental advocacy. In fact, some of the most exciting accomplishments came about because of these types of collaborations. For example,

- San Francisco's Community Energy Coalition, which won unprecedented renewable energy and conservation provisions in the city's energy plan, continues to strengthen its strategy in which community environmental health organizing is joined with advocacy for environmental concerns around sustainable energy.
- The newly forming Workers Center is blending community organizing with health assistance and legal advocacy to help hundreds of low-wage workers establish a new model for labor/community collaboration.
- By teaming up with organized homeless and low-income residents, the Transportation and Land Use Coalition (TALC) succeeded in getting the Metropolitan Transportation Commission (MTC) to approve a proposal requesting 100% funding for transit. This collaboration also resulted in MTC adopting new processes to ensure that transit perspectives are incorporated into decision making.

In each of these examples the collaboration was able to “go to scale,” forging a vibrant connection between the perspectives and experiences of affected communities and those of advocates operating in the realm of policy and legislation.

The need for organized community presence is also evident in victories still in progress, such as the Bay Area Working Group for the Precautionary Principle's (BAWG) successful campaign to pass a San Francisco precautionary principle ordinance. While the passage of this ordinance puts San Francisco in a position of national leadership on this issue, most San Francisco residents remain unaware of the implementation opportunity this ordinance represents. To address gaps in the community participation provisions of the ordinance, the BAWG is now advocating for additional legislation to ensure that the ordinance includes explicit community involvement structures and increased accountability.

Environmental groups engaged in policy advocacy often recognize the need for this kind of collaboration. For example, Jeremy Madson (Greenbelt Alliance) of the Transportation and Land Use Coalition observed that while it is possible for a small group of policy advocates to make recommendations about regional transportation policy, “unless you're building a movement behind you, your effectiveness creating long-term change becomes diminished.” Andria Ventura (Clean Water Action) of the Environmental Justice Coalition for Water (EJCW) makes a similar point, arguing that without an “on-the-ground focus,” a state coalition can end up passing laws that won't actually help affected communities. For example, because of EJCW's grassroots connections, they recognized how newly legislated funding for drinking water improvement would not reach rural, low-income communities. EJCW then succeeded in convincing legislators that specific funds needed to be targeted to disadvantaged communities.

In continuing to strengthen the connection between disadvantaged communities and public policy, it remains critically important to ensure that organizations based in affected communities not only participate in the legislative arena, but transform it as well. As Anthony Thigpenn (SCOPE), a founding member of a new statewide alliance of grassroots organizations known as the California Alliance observes,

“ There is a culture and methodology for how state policy work is done that results in a tactical focus that limit the parameters of what can be achieved. A bottom-up approach pushed the envelope beyond simple policy advocacy. Organizing groups have to decide whether to just jump in or to try to develop a more strategic long-term plan that could really change the state power equation. ”

Ultimately, the power of the collaboration between organizing and advocacy rests on its ability to negotiate these complex issues of power.

Community Energy Coalition Wins Renewable Energy and Conservation in City Plan

In its first two years of work, this multi-sector coalition of organizations succeeded in organizing and advocating for a San Francisco city energy plan with an unprecedented commitment to renewable energy and conservation. In fact, the city's plan borrowed heavily from a model plan developed by members of the Community Energy Coalition. The Community Energy Coalition had brought together groups like Greenaction, Communities for a Better Environment, Literacy for Environmental Justice, Potrero Community Power Co-Op, and Bayview Hunters Point Community Advocates, and had even expanded in 2004 to include the Hunters View Tenants Association, a group made up of public housing residents living right next to the PG&E Hunters Point power plant.

“With the breadth of our coalition,” observes Bradley Angel of Greenaction, “we have been able to push a two-pronged strategy that focuses on both environmental justice and health issues as well as issues of sustainable energy.” This is important, argues Angel, because the sustainable energy provisions in the city energy plan represent only a partial victory for the coalition. According to Angel, “Diversity Network Project funding helped the coalition reach out to really build community leadership and voice.”

The coalition must intensify its two-pronged strategy, says Angel, because the city has failed to commit to a final plan for shutting down the fuel plants, a major source of pollution, that severely impact the health of residents in communities like Bayview Hunters Point and Potrero. But, Angel points out, “We’ve succeeded in making the future of these plants a ‘hot potato’ political issue at the city and state level.”

According to Angel, the ongoing leadership development and organizing of member groups means that community residents can play a visible and substantive role in coalition efforts. As a result, he says, “We’ve broken through the bureaucracy and gotten the full attention of all key decision makers.” Moreover, he believes that the participation of residents from both Bayview Hunters Point and Potrero allowed the coalition to avoid “pitting one neighborhood against each other” to oppose the particular location of a

fossil fuel plants, but rather to unify in a larger struggle against any such plants. Coalition member Dana Lanza, Executive Director of Literacy for Environmental Justice, agrees, observing that “our coalition is comprised of grassroots activists, scientists, organizers, youth, and academics. We haven’t always agreed on strategy or even outcome, but we have an ever-evolving conversation about our city’s energy problems. This has pushed our vision further than what we first imagined when we began our work together.”

According to Marie Harrison, long-time Bayview Hunters Point community leader and Greenaction community organizer, “The Coalition has mobilized residents who are the most directly impacted by the PG&E power plant to play a leading role in calling for the closure of polluting fossil fuel power plants and for increased green, renewable energy and conservation programs.”

Workers Center Becomes a Bay Area ‘First’

Two years ago, when the Asian Law Caucus (ALC) and the Community Occupational Health Project (COHP) teamed up to do community health screenings and know-your-rights outreach, they had no idea how far their collaboration would take them. “We started small with discrete, one-day screenings and workshops,” recalls Helen Chen of the ALC, “but then we pulled each other into different projects and it really expanded our scope.” Today, seed funding and technical assistance from DNP has helped transform their joint efforts into a multiracial, multi-sector collaborative that is forging an innovative and holistic approach to worker issues.

“Immigrant worker issues are often dealt with on an industry-by-industry or ethnic-specific basis,” observes Chen, “and the actual needs of workers — to organize, to address health concerns, to obtain legal services — aren’t dealt with in any comprehensive way.” By contrast, the Workers Center collaboration now formally includes ALC’s legal expertise and COHP’s health expertise, as well as the Latino-focused advocacy of Centro Legal de la Raza and a union perspective from the Leadership Education and Training Fund of Service Employees International Union Local 1877. Affiliated groups such as Mujeres Unidas y Activas, Asian Pacific Environmental Network (APEN), Grupo Maya, Filipinos for Affirmative Action, and Asian Immigrant Women Advocates also bring in strong grassroots organizing experience. Most participated in a vision and planning process facilitated by a DNP-provided consultant.

The multi-faceted Workers Center approach was activated when hundreds of electronics workers were poisoned at their jobs at AXT company plants in Dublin and Fremont. These semiconductor workers, most of whom were then laid off, had no information about the arsenic hazards they had been exposed to, and were afraid of developing cancer. A partnership consisting of ALC, COHP, APEN, and others came together to provide health and legal assistance and to organize the workers to demand that AXT pay for medical monitoring for the workers. This partnership enables us to meet the workers’ immediate health and legal needs but also mobilize workers to demand corporate accountability,” observes Chen. “We hope that through the Workers Center this approach will become a permanent infrastructure for strategic, intentional, multiracial, multi-sector collaboration.”

2

LESSON 2: Strong collaborations develop innovative approaches to community participation

Whatever you want to do needs to be driven by the community.

— Andria Ventura, (Clean Water Action),
Environmental Justice Coalition for Water

The most successful DNP-supported collaborations were those with innovative approaches to community participation that increased their effectiveness and positioned affected communities as more equal partners in relationship to environmental-based organizations. These practices include:

- Respecting community expertise;
- Creating new, inclusive vehicles for participation, decision making, and planning; and
- Resourcing community participation.

Respecting Community Expertise

The success of grassroots participation in a collaboration depends on whether the collaborative as a whole recognizes that traditional definitions of “expertise” reflect a narrow and biased perspective. In the words of Bhavna Shamasunder (Urban Habitat), from the Bay Area Working Group on the Precautionary Principle, “A janitor’s definition of safety may be very different than an expert’s.” For example, a janitor would know how a particular device or chemical is actually used in practice— an insight that could result in the identification of problems an “expert” might miss, or the development of solutions that could only be based on such on-the-ground knowledge.

One example of a collaboration that defied the traditional definition of “expert” is the Social Equity Caucus (SEC), a regional effort focused on sustainability and social justice. According to SEC member Juliet Ellis (Urban Habitat),

“

A big question for coalitions is how to define the role of technical experts while allowing people without the same capacity to participate. We’re bringing in people who’ve never worked on transportation before ... We focused on a different culture of work where the capacity building of groups is as important as signing off on a letter.

”

The need for new definitions of expertise was a theme in many interviews with organizations.

Creating New, Inclusive Vehicles for Participation, Decision-making, and Planning

A broad range of groups are finding ways to foster involvement of members whose perspectives and context vary widely. Examples include the following:

- **Grassroots involvement in campaign development and direction setting.** The Transportation and Land Use Coalition (TALC) has continuously “invented and reinvented” the ways that grassroots organizations can participate in the coalition. TALC recently launched a new campaign development process where member organizations can propose different campaigns that are then voted on by the membership at large. This process then gets incorporated into the funding strategy. As Jeremy Madson (Greenbelt Alliance), TALC board member describes,

“

In all our meetings we place priority on ensuring that the staff and board are not the only ones driving and making the decisions, but that we're really engaging people through the regional meetings, annual summit, and committee meetings. It's a much more functioning collaborative than many other advocacy organizations.

”

TALC also worked to develop a structure in which transit unions, whose core concerns are economic rather than environmental, could come together around their own issues while still taking part in the broader coalition work. Norma del Mercado, President of Local 3993 American Federation of State, County and Municipal Employees (AFSCME), speaks enthusiastically of this structure, called TransitWorks. “TALC helps us identify campaign opportunities,” says del Mercado. “They bring things to the table. It helps us focus on issues we can put our muscle behind.”

- **Relationship building with local organizations.** The Environmental Justice Coalition for Water (EJCW) has worked with different outreach strategies over time to deepen the engagement of locally focused community organizations. As Steering Committee member Henry Clark (West County Toxic Coalition) describes, EJCW developed a series of educational workshops in communities as a way to draw in membership from communities affected by water policy decisions. But they found that while the workshops were successful in many ways, they did not necessarily foster the two-way relationships with organizations they were seeking. Now, EJCW is developing a new strategy in which they approach specific organizations and explore ways that the coalition can be of use to them.

Resourcing Community Participation

Collaborations and their funders need to use resources to enable grassroots organizations and non-traditional allies to participate. For coalitions, this can take the form of stipends. Martha Guzman (United Farm Workers) describes the significant impact stipends had on her ability to work in a sustained way in the Environmental Justice Coalition for Water.

“

Once we got funded, my participation increased. I got a stipend from the Coalition to participate in official meetings with government agencies. With funding I could justify my time.

”

For funders, this means committing to funding strategies that support collaborations as well as their member organizations. As AJ Napolis (Communities for a Better Environment) asserted in a DNP convening, “Alliance building is a core strategy for us. It's impossible to say ‘this part is the coalition work and this part is the program work.’ Our program work is based on a commitment to alliance building that needs to be supported in a basic way.”

B LESSON 3: Strong collaborations seize immediate opportunities while working towards long-term goals

We came together around political unity and the urgency of the external opportunity.

— Henry Clark (West County Toxics Coalition) regarding the
Environmental Justice Coalition for Water

Many collaborative efforts form to take advantage of a particular opportunity, such as a governmental planning process to develop regulations or distribute funding. The strongest collaborations were able to make an immediate impact on the decisions at hand while building capacity to exceed and outlast the particular moment.

The CALFED Opportunity

One such opportunity was CALFED, a joint state/federal process creating a plan of over \$10 billion to guide California's water management and use for the next thirty years by designing a program for the long-term management of the San Francisco Bay-Delta system. The stakes in the development of this plan were enormous, ranging from wetlands and fishing protection concerns to drinking water quality questions to economic impacts. Despite the magnitude of the decisions to be made, Paola Ramos (Environmental Justice Coalition for Water) recalls “the CALFED process was moving forward without any consultation with communities of color or environmental justice organizations.” With CALFED looming, conversations emerged about how these groups could most effectively propel themselves into the decision-making. One approach discussed was for groups representing communities of color to join an established coalition called the Environmental Water Caucus. Ultimately, however, these groups decided that the best way to influence CALFED—and build longer-term capacity—was to create their own coalition that could work in partnership with other interests. According to Henry Clark (West County Toxics Coalition), “EJ groups and water groups came together and decided to form an organization. It was a lot of new people coming together.”

This decision proved fruitful, with the new Environmental Justice Coalition for Water (EJCW) winning an “environmental justice” representative on the CALFED Public Advisory Commission, the establishment of a CALFED environmental justice subcommittee, and the creation of an environmental justice staff position within CALFED. Moreover, EJCW has maintained a mission to educate, empower, and nurture a community-based coalition that will serve as a public voice and be an effective advocate of environmental justice issues in California water policy that has allowed it to make an impact beyond CALFED. For example, EJCW played a lead role in reformulating implementation processes that often excluded rural, disadvantaged communities from access to funding that could be used to address environmental justice problems.

In many ways, seizing—but not limiting itself to—the CALFED process has been EJCW's greatest accomplishment and its greatest challenge. For example, Martha Guzman (United Farm Workers) describes the simplicity of the early CALFED focus. “In the first year we were motivated by trying to get a seat at the CALFED table. It was easy to argue for that and there were not many details.” In contrast, forging an independent coalition with a broader agenda requires far more investment in infrastructure and process. According to Ramos,

“

We've needed to have a solid organization and administration as the work of the coalition grew more complex. We've needed to stop and do planning that's not so glamorous or fun, because we're constantly coming back to this epiphany that we need to be around.

”

In fact, EJCW has evolved to the point where it is once again in strategy development discussions with the Environmental Water Caucus. This time, however, its members come to those discussions with a body of expertise, a set of relationships, and a base of funding that puts them in a strong position as allies.

An Inside/Outside Approach to Change

Another opportunity emerged in 2000 when the Bay Area Air Quality Management District (BAAQMD) invited a group of environmental justice organizations to participate in a series of meetings regarding the development of a comprehensive Clean Air Plan (CAP) for the Bay Area. Activists engaged in the process knowing that influencing the content of the CAP was a powerful way to shape policies and funding with enormous impact on communities all around the region. A year into the process, however, activists learned that BAAQMD had been working on a separate track to produce a CAP that would move forward without community input or an Environmental Impact Report. After penning a sharply worded letter of resignation, activists came together to form the Environmental Justice Air Quality Coalition (EJAQC).

With an initial grant from DNP, EJAQC was able to go through a strategic planning process that included a power analysis to help them understand the forces and players working for and against environmental justice. DNP funding also supported their work with a facilitator to help them get organized in the initial phases of the coalition.

Since then, EJAQC has been instrumental in changing the leadership of the BAAQMD (even participating in the hiring process), in increasing the agency's response time to odor complaints, and in shaping the idea of a pilot project to measure how pollution from numerous sources combine into a larger cumulative impact on communities. EJAQC has also served as an entry point for social justice and environmental justice groups interested in venturing into air quality issues.

EJAQC offers some important lessons about the delicate process of engagement with formal agency procedures and the need to maintain an independent perspective and infrastructure. Even while activists were participating in the early BAAQMD discussions, they did not assume that their interaction with BAAQMD would guarantee that their interests would be served. "Sometimes an outside game is necessary," concludes AJ Napolis (Communities for a Better Environment), who describes a meeting shortly after the resignation in which activists showed up, called the meeting "out of order", and began folding up the chairs. "But," he continues, "It's equally important to have an inside game. EJAQC has now combined both strategies."

4 LESSON 4: Strong collaborations make a structured commitment to equity

We need to ask: “What is the purpose of diversity?” It needs to be about goals and effectiveness, and about people knowing what’s going on across geographic and racial communities.

— Van Jones (Ella Baker Center for Human Rights)
regarding the Social Equity Caucus

Over the course of its history, DNP’s understanding of diversity has become more precise and even more ambitious. Ultimately, DNP began to re-examine its focus on diversity, which is commonly understood as representation of people of different races/ethnicities. DNP now recognizes the need to focus on collaborations that have a structured commitment to ensuring equity in power and resources among partners.

DNP’s Evolution from Diversity to Equity

DNP began with a focus on “diversity” in which people of color and their organizations would be better represented in environmental work. According to Arlene Rodriguez of the San Francisco Foundation,

“DNP’s initial concept was to bring racial diversity “to the table” in collaboration with environmental organizations. What we’ve learned is that it’s not enough to just bring in “color.” There needs to be real base building in communities and a common agenda that’s not just about what each group needs from the other, but an agenda that defines the big wins for each other. We need collaborations that are a force to be reckoned with. This has meant that we needed to go deeper than what we initially envisioned.”

This evolution occurred slowly, as DNP learned more and more about what work was taking place and what work was needed.

For example, DNP began with the assumption that a large proportion of grants would go to collaborations that involved an environmental organization working with an organization or organizations focused on social and economic justice. However, few proposals of this kind came forth. According to Stacie Ma’a of the Gerbode Foundation, “While we heard of environmental groups going through diversity training or seeking out staff of color, we did not see much in terms of collaboration among organizations representing different constituencies.”

Moreover, DNP found that some proposals received did not hold up under close scrutiny. “We got requests from well-resourced environmental groups proposing to do work with low-income communities of color,” recalls Viveka Chen, DNP Project Coordinator from 2001 to 2004. “But, these proposals didn’t necessarily reflect an understanding of what would bring communities of color to the table and make it worth their while to stay there. This was a big flaw because the project was unlikely to succeed. Too many diversity initiatives have ended up with people at an empty table scratching their heads and saying, ‘We asked them if they wanted to join us.’”

In essence, DNP needed to recognize that partners have unequal access to power, privilege, and resources. Barry Nelson, who represents the Natural Resources Defense Council in the Environmental Water Caucus, succinctly captures the reality behind this distinction.

“When the EWC wanted to broaden and diversify the coalition we invited the fishing community. It was pretty straightforward. We just picked up the phone. It’s a much different undertaking with people of color and low-income communities.”

Others, like Paola Ramos, chair of the Environmental Justice Coalition for Water, make a similar point from a different perspective. Ramos argues that “funders who have funded environmental organizations and now want to fund environmental justice need to understand that the capacity differences are real.”

Based on this experience, DNP came to recognize the need to support efforts with a structured commitment to ensuring equity in power and resources among partners, versus a narrower focus on increasing representation of people of color.

Power Dynamics and the Role of Funders

DNP’s experience surfaced long-standing questions about how funders can take an “activist” role in promoting social change, while at the same time recognizing the power they hold as resource gatekeepers. Jane Rogers, a former program officer with the San Francisco Foundation, succinctly describes what funders should not do,

What doesn’t work when you come into a community that already has leadership, is to dangle millions of dollars and say, ‘We’ll only give it to you under these conditions.’ Those conditions don’t work for that community and it doesn’t happen.

Nonetheless, there appear to be ways that funders can strike a healthy balance between passivity and prescription. Diane Feeney of the French American Charitable Trust (not a DNP sponsor) argues that,

Funder-imposed or funder-driven collaboration is problematic unless there’s complete buy-in from the organizations. Sometimes funders will initiate something, then bring together groups to fund them. That rarely works. But, funders can play a positive role when the groups themselves come together and then approach them for funding. It can also be positive if a funder convenes a set of groups around an issue. Then the groups themselves can decide if they want to continue meeting and then ask for funding. Funders need to create space but then step back.

As Feeney’s comment suggests, funders are at their best when they recognize their unique “birds eye” view of work and issues taking place and create opportunities for emerging intersections to take root.

Key Components of Equity

Over time, DNP became more intentional in looking for collective efforts that demonstrated recognition of the need for equity and engagement of affected communities, as well as a commitment to internal processes to counteract inequity. DNP began to articulate some key components of collaboration and equity that could help shape the work of both funders and organizations. These components include:

- Adequate funding for organizations based in affected communities;
- Specific plans and processes for surfacing and addressing differences in power and capacity; and
- A demonstrated role for affected communities in setting the agenda for the collaborative.

To put a commitment to these components into practice, DNP developed a series of questions to guide the assessment of a proposed project from more mainstream environmental and policy organizations.

1. Did the proposal distribute funding for community groups/representatives to play a true partnership role?
2. Was the lead organization committing some of its own resources to this effort?
3. Was there a plan to address power issues? How will community groups be empowered to be agents of their own change? Were they adequately represented on decision-making bodies?
4. Did the proposal demonstrate recognition and appreciation for the expertise that affected communities/stakeholders bring to identifying and addressing issues?
5. Had the proposers talked to the affected communities and were they interested in participating?
6. Did the lead organization have the expertise to guide them through the rigor of truly diversifying their work? If not, did they plan to, or were they open to, bringing that expertise in through a consultant or other means?

“If we’re really about building sustainability,” concludes DNP’s Chen, “then we need all the players to understand that access to power, privilege, and funding shapes every collaborative effort and the way individuals participate in collaborative work.”

5 LESSON 5: Strong collaborations require investment in their internal health

We thought we could never take the time to have retreats, but we found that taking the time now, even at the expense of putting all the programmatic work on hold temporarily, saves us tremendous time in the future, as well as just making us all feel so much better about the work.

— Katie Silberman (Center for Environmental Health),
regarding the Bay Area Working Group on the Precautionary Principle

DNP began primarily as a funding program. However, it evolved over time to support the group process and skills building that emerged as critical for the collaborations it was supporting. Collaborations require:

- Investment in group process and development of unique competencies;
- Organizational development support; and
- Paid staff and core support for member organizations.

Each of these lessons is discussed below.

Collaboration Requires Investment in Group Process and Development of Unique Competencies

DNP-supported collaborations emphasized the time it takes to build relationships and trust and a common language, clarify what the groups hold in common, and to agree on the joint work and how that work will be carried out. Many described the need for on-going re-evaluation as the work progressed and to surface any tensions if and when they arise.

Kathy Allen, a consultant specializing in leadership coaching who provided training to DNP groups, also points to the need for new leadership competencies,

“

Collaborative leadership is about learning who your collaborators are, and what they care about, building affinity, and bringing your most honest self to the table. Inauthentic relationships might produce limited results, but are unlikely to create long-term substantial change.

”

As Allen suggests, this collaborative form of leadership needs intentional focus and nurturing.

Paying attention to structure and process issues at the start generally increased groups' effectiveness. At the same time, coalition structures evolved over time and differed greatly in how much formal structure they needed. And, as AJ Napolis (Communities for a Better Environment) observed of the Social Equity Caucus strategic planning work, “It was important that as we went through this process we did not stop our activism.”

Collaborations Need Organizational Development Support

Over the course of the project, DNP found that collaborative efforts with the internal capacity (or access to external help to manage good process) progressed steadily in building consensus and cohesion. Many times DNP provided a grant for these efforts for a strategic planning process or for operational planning.

DNP's initial project design included training and peer-learning spaces at convenings to assist groups in building their capacity. Groups identified the kinds of training and learning they were interested in through a survey process. Topics requested included coalition best practices, strategic planning, leadership development, skills building and technical resources (e.g., media training and legal assistance on what lobbying funders can support), and resource development. DNP offered training on priority needs defined through this process: legal limits on lobbying, collaborative leadership and collaborative facilitation.

In response to this demand, DNP decided to capitalize on the organizational development expertise of its project coordinator and create an opportunity for no-cost technical assistance. In fact, DNP was able to offer ten hours of no-cost organizational development consulting to up to six grantees on a first come, first-serve basis.

One coalition that took advantage of this consulting was the Environmental Justice Coalition for Water. Henry Clark (West County Toxics Coalition) reports that,

“

What keeps us together is political unity and the urgency of the external challenges and opportunities. EJCW had a lot of discussions about what we needed to prioritize. In the initial phase we figured it out ourselves. In recent years the process has evolved and we've used facilitators. EJCW was a loose knit coalition that is now creating a formal structure.

”

Speaking of the same organization development process, EJCW Chair Paola Ramos states, “Not only do we need to do the work, but we need to stop and take care of planning, administration and providing staff guidance.”

The big lesson for DNP was that funding alone was not enough to support healthy collaborative efforts— and that funders need to develop more intentional strategies for meeting the organizational development needs of this kind of work. Perhaps ideally these needs would be met through greater investment in intermediary training organizations that specialize in promoting the internal health of collaborative efforts.

Collaborations Are Strengthened by Opportunities for Paid Staff and Core Support for Member Organizations

The fact that collaboration is human resource intensive also means that the resources to do it cannot simply be extracted from resources already allocated to other work. For this reason, the pool of DNP funds augmented, rather than replaced, the general support funding that the project funders were granting through their regular grant making. DNP also found that collaborative efforts did best when they had enough resources to create paid staff positions.

Thinking back to the genesis of the efforts to connect transit unions to the work of the Transportation and Land Use Coalition, Stuart Cohen (TALC) remarks,

“

DNP provided money for two TALC staff to support the new TransitWorks initiative. There is a good chance TransitWorks would have petered out by now without the DNP funding because it needed a tremendous amount of communication between members. We set up a whole organizational structure which required bringing the group a number of options and working through a lot of process for buy-in. TALC didn't have enough discretionary funding to do that level of staff work.

”

PRINCIPLES AND PRACTICES FOR SUPPORTING COLLABORATION

From the Movement Strategy Center

The Movement Strategy Center (MSC) is a movement building intermediary that engages youth and adults across issues and regions—through a collective visioning and mapping process that encourages collaboration and joint strategizing in order to develop stronger, more effective movements for democracy, equity and social change. MSC believes the need for cross-issue and cross-community strategizing is critical to the development of sustainable social movements that build and coordinate an inter-generational network of youth and adults organizing for long-term gains. According to MSC executive director Taj James,

Most organizations want to just jump right into the work without setting up a structure. An organization puts some structure in place but puts some things off until later. Six-months down the road they have a huge crisis when they need to make a big decision with no decision-making structure in place.

You need to see coalition building as playing a game. Before you start the game you need to establish the rules of the game. MSC does this work with groups in retreat settings.

MSC Principles and Practices

1. Convening group: When one or several organizations are initiating an alliance, they must be clear up front about their intentions and their roles.
2. Role of base building groups: Have clarity up front about how the different types of groups will participate. Groups with bases need to be in leadership roles.
3. Constituent engagement: Are certain groups being asked to be the ones to engage constituents? Are they being compensated for this work?
4. Agree on an initial timeline and a process for answering initial questions:
Are we going to spend two meetings deciding on a campaign? Or two years building relationships and a shared analysis so we can create 20 year plans together?
5. Building trust and relationships: thinking about the individual and organizational relationships. When people come and go, it breaks rhythm of trust. Think about how organizations participate (how many representatives, how much consistency?)
6. Identify “alliance builder”: Identify the person/organization whose job it is to move process forward, document, build, etc.
7. Surface power as a real issue early: race, age, gender, organizational size, geography, language, dominant strategy, experience, track record, and many other factors. Create space to make these issues “discussable” rather than manifesting as under the table discomfort. Be explicit about what this coalition values and how it will express that.
8. Transparency about funding: If funders have an interest/investment in what you are starting, be clear about that early on.
9. Create opportunities for co-learning, relationship building, identifying and clarifying values and assumptions, as well as doing strategy work together.
10. Celebrate your victories!
11. Document decisions, find ways to hold and share your history. For example, decision notebooks, stories you tell, etc.

6

LESSON 6: Strong collaboratives need new funder practices and perspectives

Having a small amount of funding early on was critical for getting over the hump of start up. Now we've been able to evolve to a structure that includes dues-paying members. We've got a high level of commitment and a better chance for long-term sustainability.

— Stuart Cohen, Transportation and Land Use Coalition

DNP set out to support work that often falls outside neat funding categories and requires innovation in funder practices and perspective. Reflecting on the program's experience, DNP concludes that there are some useful ways that funders can approach collaboration. These include:

- Providing start up investments;
- Offering speed and flexibility in grant making;
- Establishing realistic expectations of collaboration;
- Encouraging variety and experimentation in collaboration;
- Supporting collaboratives over the long haul; and
- Recognizing the many phases of collaboration all needing support.

Each of these is described below.

Providing Start up Investments

DNP provided upfront “seed” funds to organizations exploring potential collaboration and to those in the initial stages of forming collaborative efforts. A small initial investment (no more than \$10,000 and sometimes less) started many of the successes in the DNP portfolio—collaborative efforts that were just an idea when they came to us. For example, DNP funding allowed Greenbelt Alliance to develop informal networks in Eastern Contra County that laid the groundwork for smart growth policy reform in a combined effort with labor, faith-based, social equity and community-of-color organizations.

DNP's experience demonstrates that front-end work sets the stage for future clarity and success. Yet, this kind of funding is difficult to secure because typical grant guidelines require far more definition in structure and program than are possible for most start-ups. DNP's support for “research and development” represents an innovative departure from standard funding practices.

Offering Speed and Flexibility in Grant Making

DNP's flexible guidelines and relatively quick turnaround (typically within six weeks of receiving a proposal) were drafted with start-ups in mind. We understood that the forming stage is characterized by evolution and change as the groups learn what works for their particular situation. The quick turnaround time made a difference for a group like the Environmental Justice Air Quality Coalition (EJAQC).

EJAQC was originally established as an ad hoc coalition in response to the Bay Area Air Quality Management District's (BAAQMD) request to convene an Environmental Justice Working Group (EJWG) in 2000. The EJWG was formed to provide guidance and input to BAAQMD staff management and Board of Directors in the area of policies and practices relating to environmental justice. After more than a year of futile discussion, BAAQMD failed to meet many of the proposed good faith measures and EJAQC groups resigned from the District's working group.

Once these groups resigned from EJWG they needed quick support in order to keep their momentum. DNP funding gave the group resources to join together to form a pro-active agenda to reconstruct the District's priorities and strengthen policies, practices and decision-making by the BAAQMD staff and Board of Directors. In an early victory, EJAQC was able to revise the odor complaint process to be more responsive to communities.

Of course, not all ideas ended up materializing into a successful collaboration. In some cases, DNP's investment contributed only to building alignment among organizations — with the potential to collaborate in the future.

Establishing Realistic Expectations of Collaboration

DNP's experience suggests that collaborative efforts develop in unique ways and that it was wise to have some equanimity and staying power in the face of changing structures, staffing and leadership. While this might be unsettling, it is par for the course.

Groups will make mistakes and grow along the way. For example, one collaborative initially divided up funding equally among member groups and paid each member group in advance for an entire year. As the work progressed it became clear that some groups were able to complete their work plans while others were not. The group made an agreement to change their process. Different members committed to different amounts and types of work according to their capacity to manage and staff that work. The funds were advanced a few months at a time rather than an entire year so that trouble-shooting could occur in a timely way. The group also had a hard discussion and reached agreement on what accountability meant.

In another grantee experience, Katie Silberman (Center for Environmental Health) of the Bay Area Working Group on the Precautionary Principle reflects that,

“

It actually took us about a year to make our collaboration work. Our work was going great programmatically, but not everyone was comfortable with how we made decisions, the transparency of information within the coalition, the flow of money, and the distribution of the workload. Essentially we were lucky that we had a group where everyone pitched in on good faith, but we realized that we needed systems in place to ensure that everyone not only did the work, but also felt good about doing it.

”

Encouraging Variety and Experimentation in Collaboration

Rather than looking for cookie-cutter structures and processes, funders need to support creativity and development of solutions tailored to particular circumstances. For example, a multi-issue collaborative effort will likely need more time to develop a shared platform than a single-issue project. Groups coming together for short-term campaign-oriented work will have much less process work to go through than groups coming together for a long-term alliance undertaken with a movement building perspective.

Questions of how broadly to open up membership, when and if to incorporate, or agreeing on a fiscal sponsor, whether to hire an executive director, and other similar questions are all very dependent on specific circumstances. Leadership structures in particular take on many forms. One example among the DNP grantees is the Social Equity Caucus. Juliet Ellis (Urban Habitat), remarks that, “We have no clearly assigned leadership role but strong accountability. People feel heard, feel connected, and see progress happening. We're measured on whether something happens or not.”

DNP looked to these collaborative efforts to be innovative and on the cutting edge. As funders, we needed to be innovative in outlook as well.

What Factors Increase the Likelihood of Success for Start-ups?

- A spark of leadership that resides either in an individual or in a group. There is initiative and some level of energy and excitement and sense of urgency that gives you the feeling that this is likely to be a growing concern.
- The collaborative is focusing on an issue that we deemed worthy and important enough to invest in.
- Because diversity was such a strong value for the San Francisco Foundation we looked for it in collaborations. A diverse array of participants brings smarter strategies, more knowledge, better decisions, and more information

How Can You Tell If an Ongoing Collaborative is Healthy and Effective?

- Is the collaboration alive and functioning and starting to deliver on anything?
- Are they really moving in the direction of fulfilling the mission that they set out for themselves? If they're not showing movement towards fulfilling their original vision, then has the vision been adjusted appropriately based on changing circumstances and issues?
- Are they able to maintain and grow the leadership and does the spark and energy stay there? Does the leadership have the knowledge and skills necessary to hold the collaborative together, and keep the enthusiasm and sense of possibility going?
- Are the founding members willing to let the thing have its own life especially once they've got staff? Can those founding members support the growth of that staff leadership and behave more in a traditional board role rather than as the staff leaders they are in their own organizations?

— Excerpt from interview with DNP founder Jane Rogers, former Environment Program Officer at The San Francisco Foundation

Supporting Collaboratives Over the Long Haul

Funders must be willing to fund over the long haul and re-fund at key turning points, such as a decision to significantly broaden a constituency or to diversify funding.

DNP made four rounds of grants between the fall of 2001 and the spring of 2003. Grants were made for activities that enhance the effectiveness and long-term viability of an existing coalition or start a strategic conversation and set of activities regarding the possibility of a new collaborative. Eight of the 38 grants made were to collaborative efforts that had already received a DNP grant previously.

In selecting these eight grantees, DNP looked for those who:

- Had a clear vision and goals in mind;
- Were able to demonstrate results and success; and
- Could use a \$25,000 grant from DNP to advance their work in a significant way.

This second stage funding reflects the ways that funders can more intentionally “stay the course.”

A good example of a funder helping to launch and nurture collaborative work is The San Francisco Foundation's support for the Asian Pacific Environmental Network (APEN). After the first people of color leadership summit, the Foundation allowed an informal group to meet in their offices as a common neutral ground. An interested environment fellow was given time to participate and to support the fledgling group. The Foundation also made some modest resources available including office facilities and equipment. When APEN got off the ground, the Foundation became a formal supporter providing start-up funding and serving as the network's fiscal sponsor for several years. In the end, the San Francisco Foundation provided almost continuous funding for the first ten years of APEN's existence. Today, APEN is a leader in the Asian Pacific Islander communities' struggle for environmental justice.

Recognizing the Many Phases of Collaboration All Needing Support

Strong collaborative efforts are built on years of relationship and capacity building, most of which is never revealed in any formal way. Moreover, the best collaborative efforts pull together many forms of work—research, policy, organizing, training—that cut across many “silos.” In an interview with Anthony Thigpenn (SCOPE), he described the many phases of collaborative work,

“

Collaboration is a complex process that evolves in phases. There is the investment in local/regional work that develops baseline relationships. There is investment in cross-issue work that is important for initial trust. There is the need to resource the multiple capacities that are needed – research and analysis, base-building, training and capacity-building, coalition work.

”

In essence, the multi-phase, multi-capacity nature of collaboration offers a role for virtually any organization and funder.

The progressive movement needs to get off its preoccupation with small quantifiable successes and invest in much more important, more pressing, more difficult to resolve things which can only be done through diverse collaborations and building leadership over the long term.

— Jane Rogers, founder, Diversity Network Project

III. RECOMMENDATIONS FOR FUNDERS

This report suggests that funders can play a vital role in supporting collaboration. To summarize the findings of this report:

1. Funding is needed to support:

- Collaborative work that connects social justice community organizing with environmental advocacy, recognizing the complex issues of power within these collaborations.
- Collaborations with innovative approaches to community participation.
- Collaborations that seize immediate opportunities while maintaining longer-term goals.
- Collaborations that demonstrate key components of equity including: adequate funding for organizations based in affected communities, specific plans and processes for surfacing and addressing differences in power and capacity, and a demonstrated role for affected communities in setting the agenda for the collaboration.
- The organizational development needs of collaboratives.

2. New funding practices and perspectives are needed to:

- Create opportunities for emerging intersections of work to take root.
- Understand the unique and urgent organizational development needs of collaboratives.
- Provide start up investments.
- Offer speed and flexibility in grant making.
- Establish realistic expectations of collaborations.
- Encourage variety and experimentation in collaboration.
- Support collaborations over the long haul.
- Recognize the many phases of collaboration all needing support.

We're past the point of getting folks in the room based on the one to three things we can agree on. Our purpose must be to create controversy and make coalition work go beyond the tactical issue framework.

— Dawn Phillips, formerly Oakland
Metropolitan Action Coalition

IV. CONCLUSION

DNP was founded on an ambitious and urgent need to tackle complex social and environmental problems in a more effective and lasting way. Over the course of its five-year history, DNP has found that this need remains compelling.

The findings contained in this report demonstrate that real investment in collaboration has the power to impact today's immediate issues and the more systemic possibilities of tomorrow. Moreover, DNP continues to learn just how far-reaching the implications of collaboration are.

With existing collaborative efforts as our teachers, we are learning the profound need to change not only how all our work is done or what kind of entities are created, but even how we envision the path toward environmental, economic, and socially equitable sustainability.

Based on the findings of this report, The San Francisco Foundation and The Wallace Alexander Gerbode Foundation are exploring opportunities to advance DNP to the next phase, incorporating the knowledge gained throughout this process. If continued, DNP will fund and build diverse collaborations as a tool to realize the broader goal of sustainability. The project sponsors invite others to join them in moving this critical work to the next level.

V. APPENDICES

APPENDIX 1: INTERVIEWS CONDUCTED FOR REPORT

The following individuals were interviewed for this report.

DNP SUPPORTED WORK

Lena Brook, Interim California Director, Clean Water Action and representative of the Bay Area Working Group on the Precautionary Principle

Vivian Chang, Executive Director, Asian Pacific Environmental Network (APEN)

Dr. Henry Clark, Executive Director, West County Toxics Coalition and representative of the Environmental Justice Coalition for Water

Stuart Cohen, Executive Director, Transportation and Land Use Coalition (TALC)

Antonio Diaz, Executive Director, People Organized for the Defense of Environmental Rights (PODER) and representative of the Mission Anti-Displacement Partnership (MAP) and the California Alliance (The Alliance was not DNP funded)

Juliet Ellis, Executive Director, Urban Habitat and representative of the Social Equity Caucus

Martha Guzman, California Rural Legal Assistance Foundation and representative of the Environmental Justice Coalition for Water

Van Jones, esq., Executive Director, Ella Baker Center for Human Rights and representative of the Social Equity Caucus

Jeremy Madsen, Field Director, Greenbelt Alliance and representative of the Transportation and Land Use Coalition (TALC)

Norma del Mercado, President of Local 3993 American Federation of State, County and Municipal Employees and representative of TransitWorks

Allen “AJ” Napolis, Northern California Program Director, Communities for a Better Environment (CBE) and representative of the Social Equity Caucus and the Environmental Justice Air Quality Coalition (EJAQC)

Paola Ramos, Chair, Environmental Justice Coalition for Water

Bhavna Shamasunder, Environmental Health and Justice Program Associate, Urban Habitat and representative of the Bay Area Working Group on the Precautionary Principle

Andria Ventura, Program Organizer, Clean Water action and representative of the Environmental Justice Coalition for Water

DNP FOUNDERS AND SPONSORS

Stacie Ma’a, Program Officer, The Wallace Alexander Gerbode Foundation and DNP Project Sponsor

Arlene Rodriguez, Environment Program Officer, The San Francisco Foundation and DNP Project Sponsor

Jane Rogers, DNP Founder and Former Environment Program Officer, The San Francisco Foundation

OTHER FUNDERS

Diane Feeney, President, French American Charitable Trust (FACT) (not a DNP project sponsor)

OTHER WORK

Barry Nelson, Senior Water Resource Planner, Natural Resources Defense Council, and representative of the Environmental Water Caucus

David Nesmith, Facilitator, Environmental Water Caucus

Lisa Russ, Associate Director, Movement Strategy Center

Fran Spivey-Weber, Co-Executive Director, Mono Lake Committee and representative of the Environmental Water Caucus

Anthony Thigpenn, Founder and President of Strategic Concepts in Organizing & Policy Education (SCOPE)

APPENDIX 2: DIVERSITY NETWORK PROJECT GRANTEES FROM 2001-2003

From 2001 to 2003, the DNP made grants for new collaborative ventures as well as established coalitions. Opportunity grants of up to \$10,000 were made in three grant rounds from 2001 to 2002. In the first grant cycle, eligible applicants were limited to those interviewed for DNP's 1999 Report, *Common Ground* (this criteria did not apply subsequently). The last round of grants was made in 2003 in the range of \$20,000-\$25,000 to advance the effectiveness and long-term viability of existing, active coalitions.

Asian Pacific Environmental Network (APEN) - API Network

DNP funded APEN to build an Asian Pacific Islander (API) Network to connect and develop the capacity of groups organizing for social change in API communities and help to create a progressive API voice.

Assets CAN (California Action Network) for Individual Development Accounts (IDAs)

(fiscal sponsor – California Community Economic Development Association)

DNP funded this network of community-based organizations to promote IDAs as a means to build community stability and counteract the displacement pressures of gentrification by helping low-income residents own their homes and businesses.

Bay Area Latino Environmental Health Coalition - Latino Issues Forum

Latino Issues Forum formed the Bay Area Latino Environmental Health Coalition to advocate for environmental changes to increase the health of Latinos in the region. DNP funded expansion of the Coalition to the South Bay.

Bay Area Open Space Council - Working Group for Diversity in Land Conservation

BAOSC created the Working Group to identify resources, tools and leadership needed by its member land conservation organizations to diversify their staffing and programs. DNP provided funding for a diversity consultant.

The Bay Area Precautionary Principle Working Group

(fiscal sponsor – The Breast Cancer Fund)

The “San Francisco Committee on the Precautionary Principle” was formed to encourage the Board of Supervisors and Commission on the Environment to back a precautionary principle ordinance. This grant expanded that working group into a larger coalition to advocate on behalf of local Bay Area public policy guided by a precautionary ethic.

Bay Fish Consumption Task Force

(fiscal sponsor - Literacy for Environmental Justice)

DNP funds were used to form this community-led Task Force out of the “Bay Fish Outreach and Education Project” housed in California Department of Health Service’s Environmental Health Investigations Branch (EHIB).

California Alliance for Transportation Choices

(fiscal sponsor – Odyssey)

CATC was funded to collaborate with the newly formed Bay Area Transportation Justice Working Group to conduct targeted outreach to low-income and people of color community groups with an interest and stake in transit, biking and walking.

The Community Workers’ Coalition (tentative name)

(fiscal sponsor - Asian Law Caucus)

The Community Workers’ Coalition (tentative name) received funding to assist their growth into a regional immigrant worker center, bringing together legal services, occupational health expertise, union perspective, and grassroots organizing experience into a permanent infrastructure for a strategic, intentional, multi-racial, multi-sector coalition.

Congregations Organizing for Renewal (COR) - Grassroots Leadership for Affordable Housing Project

This project brought together South Alameda's low- and middle-income communities to change local policies and procedures in order to preserve and bring more affordable housing to their communities using strategies such as a housing trust fund or a bond measure.

Eastern Contra Costa Livable Communities Network - Greenbelt Alliance

Greenbelt Alliance established the Eastern Contra Costa Livable Communities Network to start a strategic conversation to bring voices not traditionally heard into the land-use planning process to advocate for the protection of farms and open space and the creation of affordable housing.

Environmental Justice Air Quality Coalition

(fiscal sponsor – Communities for a Better Environment)

The Environmental Justice Air Quality Coalition was created to demand and achieve air quality policies and practices in the Bay Area that are consistent with principles of the environmental justice movement. DNP funded basic operating costs while the coalition went through a process of formalizing itself.

Environmental Justice Coalition for Water (EJCW)

(fiscal sponsor - Pacific Institute)

This statewide network elevates the issues and new voices of environmental justice leaders to regional and state levels to ensure that water policy and management address the problems faced by low-income communities of color in California. DNP provided seed and continuation funding to EJCW.

FAITHS Initiative

(fiscal sponsor – San Francisco Foundation)

In 2000, FAITHS began supporting collaborative work between congregations and affordable housing advocates in the Bay Area region. This grant was used to build the skills and knowledge of affordable housing advocates in the network.

Grass Roots Organizing for Welfare Leadership (GROWL) - Center for Third World Organizing

GROWL united a strategic alignment of welfare, immigrant, church labor, research and other support groups in the Bay Area to elevate the voices and issues of low-income women in national welfare policy debates.

Housing For All

(fiscal sponsor – American Institute for Social Justice, for San Jose ACORN)

The Housing for All (HFA) coalition was funded for a broad-based campaign to address the affordable housing crisis in Santa Clara County. HFA sought to incorporate smart growth and regional equity demands into proposed affordable housing policies.

Mission Anti-Displacement Partnership (MAP)

(fiscal sponsor – Mission Economic Development Association)

The Mission Anti-Displacement Project (MAP) was funded to ensure the participation of people of color and low-income people in the San Francisco Mission District's community planning and rezoning process.

Mission Economic Development Association (MEDA)

This grant was not for a coalition. MEDA was funded to increase the diversity of practitioners in the community development field by working with Bay Area graduate school programs and community development nonprofit organizations.

National Network for Immigrant and Refugee Rights

(fiscal sponsor – Filipinos for Affirmative Action)

DNP funded The Immigrants and National Security Project in response to post-September 11 immigration policy. The Project sought to build relations among the diverse communities of the Bay Area including Arab Americans and immigrants.

Oakland Metropolitan Action Coalition - People United for a Better Oakland

The Oakland Metropolitan Action Coalition was formed to build progressive political coalitions of grassroots community organizations to change public policy in the East Bay and to tap into the Smart Growth and other regional planning and policy processes.

Open Space and Parks Equity Network - Latino Issues Forum

DNP funds were used to pilot a Bay Area open space/parks network to respond to recently passed propositions, bonds and initiatives that created the necessary public support and resources to increase the amount and quality of parks and open space, particularly in underserved communities.

Pacific Institute - Community Indicators Learning Network

The Network was established as a resource for neighborhood residents and community based organizations to share ideas, tools, and successes in using information to improve their communities, fight for environmental justice, and promote smart growth.

Regional Anti-Displacement Network (RAN)

(fiscal sponsor - People United for a Better Oakland)

RAN came together to win equitable development guided by the priorities of low-income communities and communities of color. Funding was used to assess a regional coalition structure and the potential of a regional campaign led by grassroots community-based organizations from around the Bay Area.

San Francisco Clean Energy Coalition

(fiscal sponsors Literacy for Environmental Justice, a Project of the Tides Center and Greenaction for Health and Environmental Justice)

The San Francisco Clean Energy Coalition seeks to shut down the Hunters Point Power Plant. The Coalition is also advocating for implementation of a Community Energy Plan that was passed by the San Francisco Board of Supervisors and is working to reduce residential and business energy use as a means of reducing polluting air emissions.

Social Equity Caucus (SEC)

(fiscal sponsor – Urban Habitat)

The SEC is a metropolitan assembly that promotes equity and environmental justice through the engagement of low-income communities of color and their allies. They aim to develop regional strategies and policies that advocate for new forms of regional decision-making and governance.

“State of the Urban Environment” Summit

(fiscal sponsor – Center for Environmental Health)

The “State of the Urban Environment Summit” was proposed to bring together the Bay Area environmental community to increase collaboration and highlight urban environmentalism to the broader public. The goal of the conference was to further collaboration, assess accomplishments and challenges ahead and sharpen a vision of “urban environmentalism” for the Bay Area.

Transportation and Land Use Coalition (TALC)

This coalition is building a regional movement for sustainable transportation and livable communities. DNP grants were made to: 1) involve transit workers and faith groups in key regional transportation debates; 2) assess the Transportation Justice Working Group and develop a transportation justice action plan; and 3) develop a fundraising strategy.

Urban Ecology

Urban Ecology was funded to build inter-ethnic and inter-class consensus in Visitacion Valley by working with the community to develop land use policy and permanent zoning regulations for a 14-acre mixed-use development.

Visitacion Valley Planning Alliance (VVPA)

(fiscal sponsor - Visitacion Valley Community Center)

VVPA's mission is to celebrate diversity, speak as one voice to revitalize the Visitacion Valley community, and improve the quality of life for all its residents through an informed planning process. This grant followed an initial investment in a community planning process through a grant to Urban Ecology.

THE SAN FRANCISCO FOUNDATION

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The San Francisco Foundation (TSFF)

is the community foundation serving the Bay Area since 1948. Through the generosity and vision of our family of donors, TSFF awarded grants totaling \$64 million in fiscal year 2002, from an asset base of \$730 million. Bringing together donors and building on community assets through grantmaking, leveraging, public policy, advocacy, and leadership development, TSFF addresses community needs in the areas of community health, education, arts and culture, neighborhood revitalization, and environment. The San Francisco Foundation serves San Francisco, Alameda, Contra Costa, Marin, and San Mateo Counties.

The Wallace Alexander Gerbode Foundation

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The Wallace Alexander Gerbode Foundation

is interested in programs and projects offering potential for significant impact. The primary focus is on the San Francisco Bay Area (counties of Alameda, Contra Costa, Marin, San Francisco and San Mateo) and Hawaii. The Foundation's interests generally fall under the following categories:

- Arts and culture
- Environment
- Population
- Reproductive rights
- Citizen participation/building communities/inclusiveness
- Strength of the philanthropic process and the nonprofit sector
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