

White Paper 4: Organizational Structures for Equitable Transit Oriented Development (eTOD)

SW Corridor Equitable Housing Strategy

January 2018

1 Introduction

The City of Portland’s Bureau of Planning and Sustainability (BPS) engaged Enterprise Community Partners (Enterprise) to write this white paper, the fourth in a series of white papers that will support development of the *SW Corridor Equitable Housing Strategy*. The purpose of this white paper is to review organizational structures currently used along high-capacity transit corridors to evaluate whether development of such an organization would be suitable for Portland’s SW Corridor. In this white paper, we focus on examples of eTOD collaboratives. These organizations convene participants from across sectors around a common vision and have the potential to connect eTOD plans with the right public, private, philanthropic, and nonprofit leaders who have the ability and heft to implement them. These collaboratives play a key role as the keepers of the shared regional vision and identifiers of clear access points for new partners in the work. Without these eTOD collaborative structures, even the most thoughtful and inclusive communities’ plans may not be realized.

There is no single formula for building a successful eTOD collaborative. This research highlights the key elements of various structures, their strengths/weaknesses, and their accomplishments to identify common threads among successful collaboratives, and applicable lessons for communities interested in pursuing similar efforts.

Enterprise Community Partners has been at the forefront of promoting equitable transit-oriented development (eTOD) in the community development and affordable housing sectors. In addition to expansive research and a series of eTOD-focused reports, Enterprise has been deeply involved in the development of several successful eTOD collaboratives across the country. A 2015 Enterprise report presents the rationale for convening a cross-sector group for the purposes of advancing eTOD: “these parties’ disparate backgrounds, interests, and concerns are crucial for informing decision-making, identifying and working through barriers, and ensuring effective implementation.”¹ While the “why” may be clear when it comes to forming eTOD collaboratives, the “how” can be elusive for many communities.

¹ Michael Spotts and John Hersey, *Promoting Opportunity through Equitable Transit-Oriented Development (eTOD): Barriers to Success and Best Practices for Implementation*, Enterprise Community Partners, 2015.

2 Methodology/Approach

Five case studies of existing eTOD collaboratives provide the basis for this white paper:

- Mile High Connects
- TransFormation Alliance
- Elevated Chicago
- LA Thrives
- ACT-LA

Interviews with individuals familiar with the development of each collaborative provided the primary source material for the research. Additional context was gleaned from materials generated by the collaboratives as well as news and scholarly articles covering eTOD issues. Enterprise completed six interviews between September 2017 and January 2018, shown in Exhibit 1.

Exhibit 1. Interviewees

Name	Organization
Devin Culbertson	Enterprise Community Partners
Christopher Goett	California Community Foundation
Odetta MacLeish-White	TransFormation Alliance
Melinda Pollack	Enterprise Community Partners
Natalie Zappella	Enterprise Community Partners
Thomas Tsun-Hungn Yee	LIIF/LA Thrives

3 Overview of Organizational Structures Supporting eTOD

3.1 Key Elements

The five eTOD collaboratives highlighted in this paper took different approaches to developing organizational structures. Key elements of these structures are shown in Table 2:

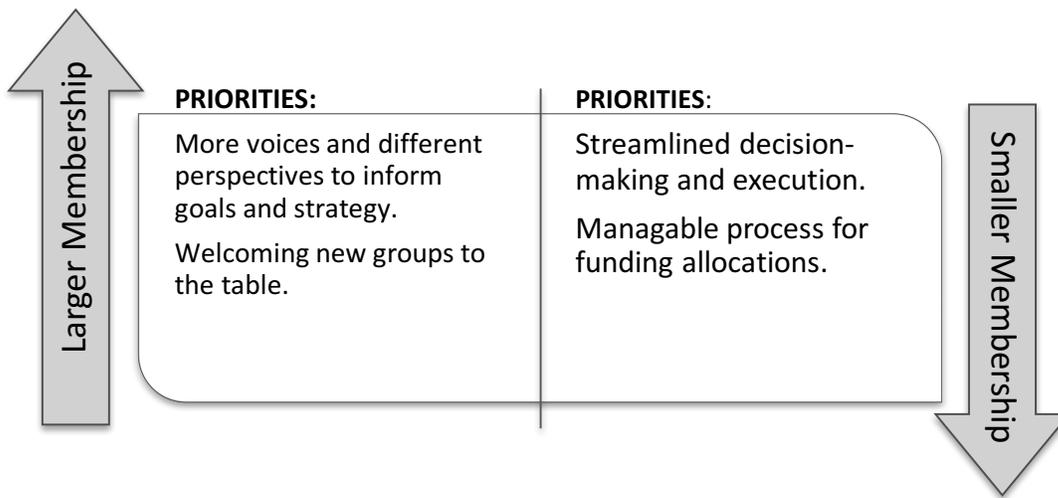
Table 2. Elements of eTOD Organizations Structures

Size	Is the collaborative intentional about the size of its membership? Why or why not?
Legal Structure	Is it formally incorporated as a 501(c)(3)? Why or why not? If not incorporated, are there formalized agreements among partners?
Governance	How does the collaborative make decisions? Who has decision-making power and why?
Membership	Is membership restricted to specific types of organizations?
Funding	How is the collaborative funded? Are members compensated by the collaborative? Why or why not?
Staff	Does the collaborative have dedicated staff? If so, how and where are they employed?
Geographic Reach	Where does the eTOD collaborative focus its work?

3.2 Size

Our scan of existing eTOD collaboratives indicates that successful collaboratives are intentional about building membership to a size that aligns with their goals and priorities. Existing eTOD collaboratives expressed different rationale for choosing a larger or smaller membership structure.

Exhibit1. eTOD Collaborative Membership Structure



Collaboratives of all sizes can be successful, as long as partners are aware of the downsides of their approach and make a plan to compensate for these deficiencies. For example, a collaborative that intends to retain a larger membership base should pay particular attention to developing a streamlined decision-making process. Collaboratives that intend to have fewer members usually consider forming an Advisory Committee or find other ways of informing decision-making with different perspectives.

3.3 Legal Structure

Each collaborative highlighted in this case study chose not to incorporate as a formal 501(c)(3). The collaboratives cited different rationale for this decision, summarized below:

Competition for Resources

Several interviewees cited concerns that a new 501(c)(3) would, either in reality or in perception, compete for precious funding with its collaborative partners or members.

Importance of Impermanence

For Denver’s Mile High Connects (MHC), choosing not to formally incorporate was an important signal to the community that the challenges the collaborative was addressing were solvable. Why create an entity that would need to subsist in perpetuity when the goals

being pursued are achievable in five years? The Central Corridor Funders Collaborative in Minnesota provided an instructive example to Mile High Connects in this regard. The Minneapolis/St. Paul-based effort disbanded in 2016 after it had worked to ensure investments in a new light rail line were broadly shared.²

Embracing a “Cross-Sector” Identity

The TransFormation Alliance in Atlanta shied away from obtaining separate 501(c)(3) status because it wanted to retain its identity as a truly cross-sector effort. The Alliance believed some potential partners would be less interested in collaborating if the entity incorporated as an independent nonprofit.

In lieu of formal incorporation, each collaborative established mechanisms for formalizing the relationship among partners. If the collaborative provided funding allocations, then it could use grant agreements as the formal organizing mechanism. Some collaboratives created a separate memorandum of understanding (MOU) signed by each collaborative member. In either case, the agreement outlined shared goals, roles, responsibilities, and expectations of each member.

3.4 Governance

Each of the collaboratives highlighted in this paper use a Steering Committee or Executive Committee as the primary decision-making body. Steering Committee sizes range from ~10 to ~30. Larger steering committees include multiple individuals from the same organization, allowing the flexibility for different organizational representatives to be present at different meetings.

Within the bounds of this traditional structure, however, the collaboratives researched in this paper were intentional about elevating resident perspectives and grassroots organizations on the Steering Committee. For example, Mile High Connects uses co-chairs to lead its Steering Committee. To ensure an equal voice for nonprofit organizations, the Committee has a rule that there must be one nonprofit and one funder member in the chair and co-chair positions at any time. Chicago-based eTOD collaborative, Elevated Chicago, features a Steering Committee with half of the representatives from the collaborative’s four focus neighborhoods and the other half from city-wide regional intermediaries.

For more detail on the governance and organizational structures of eTOD collaboratives highlighted in this paper, see Appendix A.

3.5 Membership

Some collaboratives, particularly those with larger memberships, create different membership levels to organize work flow and responsibilities. The TransFormation Alliance in Atlanta developed four membership tiers which denote different expectations for participation and work plan execution. While Tier 1 members are not expected to contribute to any work plan

² More information on the Central Corridor Funders Collaborative’s work is available at <http://www.funderscollaborative.org/about/>

execution unless they desire, Tier 4 members are responsible for leading work plan development and execution and are compensated with a commensurate funding allocation from the Alliance.

As a collaborative with a smaller number of formal Steering Committee members, Mile High Connects created an accompanying Advisory Council comprised of thought leaders from a variety of disciplines. Not considered formal members, MHC convenes the Advisory Council 3-4 times per year to solicit input on some aspect(s) of MHC’s strategic direction and to build exposure to the collaborative. The Advisory Council consists of individuals rather than organizations, and has grown to include more than 60 people from across the public, private, and nonprofit sectors.

3.6 Funding

In most of the eTOD collaboratives highlighted in this paper, a seed funder played a critical role in the collaborative’s inception. These funders may assume different roles in different communities, and may include national or local funders. Table 3 below outlines the roles seed funders have taken on across collaborative structures.

Table 3. Roles of Funders in eTOD Collaboratives

Role	Example
Seed funder	The Ford Foundation provided seed funding to MHC in Denver. The Ford Foundation has not played a formal role in MHC, and is not a current member of the MHC Steering Committee.
Seed funder + backbone organization	The Chicago Community Trust has provided approximately \$500,000 in seed funding to Elevated Chicago and continues to serve as the backbone organization.
Seed funder + engaged partner	The California Community Foundation (CCF) and the Kresge Foundation served as seed funders for LA Thrives. CCF serves on the steering committee and continues to be a highly engaged partner to the collaborative and its sister collaborative, ACT-LA.

Interviewees noted that starting an eTOD collaborative was extremely challenging without having a few years of operational funding secured. Annual operating budgets for the eTOD collaboratives researched in this paper range from approximately \$300,000 to \$1,500,000. Even with a seed funder or funders, eTOD collaboratives typically seek additional philanthropic funding. In the case of Elevated Chicago, the Chicago Community Trust plays an active role in soliciting additional funding. For collaboratives with full-time dedicated staff, such as LA Thrives, fundraising can become a responsibility of this staff after the collaborative is operational.

To advance the work of a successful eTOD collaborative, several interviewees noted the practical importance of providing funding allocations to members. Among the eTOD collaboratives highlighted in this paper, four out of five provide funding to members.

Distinct levels of funding are typically allocated based on group roles and responsibilities. Groups with larger funding allocations are expected to contribute more significantly to work plan development or execution. When developing a funding allocation system for an eTOD collaborative, interviewees noted the following best practices:

- Create a transparent funding allocation process that is clearly articulated to all members and external stakeholders.
- Develop written grant agreements with goals, expected outcomes, and timelines spelled-out.
- Remove conflicts of interest and be aware of any perceived conflicts of interest in funding allocation decisions.

3.7 Staff

All interviewees reiterated the importance of resourcing the collaborative from its outset, citing the need for dedicated staff as a key element to success. The existing collaboratives highlighted in this paper each rely on a fiscal agent/backbone entity to host staff dedicated to the collaborative.

Table 4. eTOD Collaborative Staffing Levels

eTOD Collaborative	Years Active	Staff Employed By:	FTE
Mile High Connects	5+	The Denver Foundation	4
TransFormation Alliance	4+	Atlanta Regional Commission	1
Elevated Chicago	1+	The Chicago Community Trust	2
LA Thrives	5+	Low Income Investment Fund	1
ACT-LA	5+	Little Tokyo Service Center	3

Table 4 above illustrates staffing levels of the case study organizations. Collaboratives rarely launch with full-time dedicated staff in place, and some operate for years without full-time staff. The TransFormation Alliance in Atlanta hired its first director in 2017, more than four years after the collaborative’s inception. Prior to this hire, the Alliance relied on partner organizations to dedicate a percentage of staff time. Similarly, in Los Angeles, LA Thrives began with no full-time staff in place, but partner organizations dedicated staff capacity from within their organizations. Eventually, LA Thrives secured funding from the Kresge Foundation which provided the resources to hire its full-time staff. Elevated Chicago does have two full-time staff in place who are employed by the Chicago Community Trust. As a new collaborative, this has helped Elevated Chicago move through planning and early development at a relatively fast pace.

3.8 Geographic Reach

With few exceptions, the eTOD collaboratives highlighted in this paper have a city or county-wide geographic reach, but focus resources on specific neighborhoods or transit stations. These geographic focus areas may change based on a collaborative’s current strategic plan or a work plan, but all are working on multiple target neighborhoods at any given time. Exhibit 2 below provides an overview of the geographic reach for three of the collaboratives.

Exhibit 2. Sample Geographic Reach of eTOD Collaboratives

Elevated Chicago	Mile High Connects	TransFormation Alliance
<ul style="list-style-type: none">•Elevated Chicago has selected seven transit stations and the neighborhoods on their vicinity.	<ul style="list-style-type: none">•Mile High Connects’ 2017 work plan targets three specific focus geographies for the collaborative.	<ul style="list-style-type: none">•The TransFormation Alliance focuses on 38 MARTA stations across metro Atlanta, but partners direct particular attention to neighborhoods where low-income residents are experiencing or at-risk of displacement.

4 Case Studies

4.1 Denver Mile High Connects

Description

The mission of Mile High Connects is to “ensure that the Metro Denver regional transit system fosters communities that offer all residents the opportunity for a high quality of life.” The build-out of Denver’s regional transit system provided the impetus for the formation of Mile High Connects. In 2004, voters approved an expansion of the regional transit system totaling \$7.8 billion in new investment that would result in 12 miles of railway and 18 miles of bus rapid transit. As the transit expansion nears completion, MHC is working to ensure this massive public investment benefits people of all incomes.³

Accomplishments

- Created the Denver Regional Equity Atlas. The Atlas is now an online tool that allows community residents and policymakers to demonstrate disparities in access to food, health, and other community necessities in lower-income communities of color and to document population-level outcomes.⁴
- Supported passage of Denver’s first revenue source for affordable housing (~\$150M) and supported the creation of a new position dedicated to the preservation of existing affordable housing at the Colorado Housing and Finance Authority.
- Worked with Regional Transportation District to develop a 50% income-based discount fare and pass program for low-income riders.

³ For more information on Mile High Connects visit <http://milehighconnects.org/>

⁴ For more information on The Denver Regional Equity Atlas visit <http://www.denverregionalequityatlas.org/>

- Produces case studies, hosts focus groups, conducts studies, and develops reports to elevate regional challenges in eTOD, and share best practices from around the country.

Lessons Learned

- Any collaborative must take time and use resources to figure out what it wants to achieve.
- If the collaborative is relying on a backbone organization to host and/or staff the organization, it is less important that this entity be public or private, and more important that it has a track record of working on issues of import to the collaborative.
- Be open to finding “doers” – individuals who will roll up their sleeves and move a work plan forward -- from nontraditional places. The collaborative should not be afraid to ask funders to be doers, and should not assume that nonprofit partners will be doers.
- Be intentional about how many dedicated staff the collaborative needs to host and think strategically about why this is a better option than placing resources directly in the hands of partners.

4.2 TransFormation Alliance

Description

The TransFormation Alliance is “dedicated to creating thriving, mixed-income communities anchored by transit and linked to all the opportunities and amenities that make Atlanta great.” The Alliance was created to promote equitable transit-oriented development in a community facing a massive expansion in its public transportation infrastructure. In 2016, Atlanta passed a \$.2.5 billion referendum to expand the Metropolitan Atlanta Rapid Transit Authority’s bus and rail lines. The city also passed a sales tax that will generate \$300 million over five years for transit, parks, and trails along a 22-mile corridor.⁵

Accomplishments

- Spurred the creation of Department of Community Affairs’ new revolving loan fund for regional affordable housing developments and secured additional points in the state Qualified Allocation Plan (QAP) for transit-oriented communities.
- Launched an arts-based community engagement project resulting in large scale murals at four MARTA stations.
- Developed an “Equity Evaluator” tool for measuring the value that a transit-oriented development brings to a community; this tool was later included in MARTA’s RFP process.
- Completed an analysis of infrastructure needs around stations and conducted community engagement.

⁵ For more information on TransFormation Alliance visit <https://atltransformationalliance.org/>

Lessons Learned

- Organizations join the TransFormation Alliance because it serves their constituency in some way; the value proposition for potential partners must be clear for groups to meaningfully engage.
- The Alliance does not require its members to agree in lock-step with every policy statement or position. If a member is not fully aligned, it will not sign on to that specific statement. This helps keep momentum moving forward for the Alliance.
- Collaboratives that use a committee structure to organize members must accept that silos will be inevitable and should try to solve communication and efficiency challenges at the outset.
- Take time in the collaborative's infancy for a retreat where members can agree on accountability standards, conflict management procedures, meeting practices, etc.
- The Alliance has learned it must work hard to intentionally balance work that will directly yield quantifiable results with work that is trust-based and participatory, and that better facilitates engagement from small groups, resident groups, and civically engaged groups.

4.3 Elevated Chicago

Description

Elevated Chicago “is a partnership of organizations committed to transforming the half-mile radius around transit stations into hubs of opportunity and connection across our region’s vast transit system.” Unlike other eTOD collaboratives examined in this paper, Elevated Chicago’s inception was not motivated by new investment in public transit. Chicago has benefited from a robust regional transit system for more than a century. Instead, Elevated Chicago’s partners built the collaborative in response to the city’s deep racial and economic divisions. These divisions have resulted in inequitable access to jobs, health care, greenspace, education, and arts for millions of low-income and minority residents. At the same time, new investment is dramatically changing neighborhoods across the city, particularly around transit stations. Elevated Chicago is positioning itself to ensure new investment results in more equitable communities across the city.

Accomplishments

- Elevated Chicago partners began working together ~2 years ago to establish the collaborative’s goals, vision, partners, and to secure funding.
- The collaborative has identified seven CTA stations that will serve as focus areas.
- Partners formed three formal working groups (Systems Change, Knowledge Sharing, and Capital and Programs) and are currently developing strategies in each area.

Lessons Learned

- A lead convener (The Chicago Community Trust) was instrumental in initiating Elevated Chicago. The Trust continues to support Elevated Chicago by providing staff capacity and direct funding.
- The collaborative's structure does not rely on engaging one neighborhood representative who may or may not represent the diversity of resident perspectives and ideas. Instead, multiple community representatives are specifically asked to present the full spectrum of opinions and voices to their working groups.

4.4 LA Thrives + ACT-LA

Description

LA Thrives and ACT-LA are separate collaboratives that recently began a closer working relationship as part of the Strong Prosperous and Resilient Communities Challenge (SPARCC). A third collaborative, the LA Funders Collaborative, also works closely with these two organizations to organize funder activity. LA Thrives is a county-wide eTOD collaborative with a focus on “advocacy, education and community engagement.” It works on “finding new financing resources and tools for housing that is affordable to low-income households, and investigating opportunities for land assembly and land banking.” ACT-LA is a city-wide eTOD collaborative that works toward “an equitable transformation that benefits and includes the low-income communities and communities of color who live in the transit areas and preserves the cultural resources that already exist in these neighborhoods.” These collaboratives were developed to respond to the growing housing affordability crisis in Los Angeles city and county and to new investments in transit and other areas. Since 2008, Los Angeles city and county residents have passed multiple initiatives funding greater investments in transit, housing, and green space. These investments are needed in a city that previously lacked public transit options, but can also be problematic to the affordability crisis if not managed carefully.

Accomplishments

- ACT-LA, as co-anchor of Better Build LA, celebrated the passage of Measure JJJ in November 2016. Measure JJJ requires that low-cost housing be included in developments getting zone changes and General Plan Amendments.
- As part of a new suite of policies, 35% of all units built on sites owned by the Los Angeles County Metropolitan Transit Authority must be affordable.
- LA Thrives spurred creation of the Metro Affordable Transit Connected Housing (MATCH) program, a leveraged loan fund that will bring \$75 million in new capital for acquisition and predevelopment financing for affordable housing in the county. Los Angeles County Metropolitan Transit Authority provided \$9 million in seed funding, in addition to investment from three CDFIs and three local/regional foundations.

Lessons Learned

- Collaboratives with different geographic footprints, structures, and members can work effectively together and do not have to formally merge to make an impact.

- LA Thrives developed a policy rubric that has proved helpful in aligning members; partners are required to 'sign-on' to the policies in the rubric to become formal members.
- When celebrating accomplishments, there is inherent tension in a collaborative's identity as a network of individual high-performing organizations and its own identity. It is helpful for collaborative members to have explicit and transparent discussion about their respective parameters for attribution, and to have a shared understanding that there is value in crediting the collaborative in addition to individual members when goals are met.

5 Key Factors in a Successful Equitable eTOD Collaborative

Define the Geographic Reach

eTOD Collaboratives have greater impact at the city or regional level. Often the issues taken up have greater applicability at these scales than just at the corridor level. Many of the stakeholders engaged either as a partner or as an advocacy target work at a larger scale, for example, public sector agencies or philanthropic partners/foundations. This does not preclude an eTOD Collaborative from having a focus or working specifically at the corridor level. The findings in the third white paper, *Existing Organizational Presence*, revealed a desire for an oversight committee or similar structure to the N/NE Neighborhood Housing Strategy. Perhaps a tiered structure of an eTOD collaborative can be implemented with the first action to galvanize the eTOD collaborative is to support the development and implementation of an oversight committee. The eTOD collaborative could continue to have purpose, taking on eTOD issues across the region.

Learn from the Past

As the City of Portland explores an eTOD collaborative for the SW Corridor or at a regional scale, stakeholders should be aware of the ways in which local efforts around eTOD resident engagement have fallen short of expectations in the past. Specifically, any effort to engage residents must include follow through. Processes that are inclusive and resident-focused are not successful unless they are accompanied with decision-making and funding that is reflective of the process. Stakeholders pursuing an eTOD collaborative should ensure any such effort aligns with the Community and Equity Inclusion Plan (CEIP) recently adopted by the City, and particularly consider the East Portland Action Plan's position that the CEIP needs to be further strengthened to be effective.

Define Public Sector Role

With one exception, the eTOD collaboratives highlighted in this paper include public-sector partners that are involved, but do not lead the collaborative.⁶ Interviewees noted the benefits and drawbacks of having a public-sector entity serve as convener/backbone entity, including greater flexibility and the potential to garner deeper community trust. In the SW Corridor, stakeholders will have to clearly define the most productive role for the public sector. Seed funding and technical assistance could be introductory roles for local government agencies while still giving stakeholders autonomy to establish a solid mission and governance structure.

Identify Appropriate Backbone Entity

Stakeholders for the SW Corridor should consider identifying a backbone entity that can provide stability and resources to the effort. Having a nonprofit serve as the backbone entity affords greater flexibility and could garner deeper support and trust among residents. In any case, the backbone entity should be familiar with housing and eTOD, have the capacity to

⁶ Atlanta's TransFormation Alliance is the exception. The Atlanta Regional Commission, the metropolitan planning organization for the region, serves as the backbone organization for the Alliance.

devote time and other resources, and be well-regarded among key constituencies. In the case of transit corridors in the Portland region, Meyer Memorial Trust was noted by interviewees familiar with the community as a potential backbone entity and/or seed funder for an eTOD collaborative in the region.

Set Timeline

Based on the experience of other eTOD collaboratives, it takes 12 to 18 months to establish a structure, meaningfully engage residents, convene partners, and set goals. Stakeholders in the SW Corridor should be aware of this timeline when setting goals. If there are time constraints that necessitate action earlier (e.g. expending bond sources or URA funds), a parallel approach may be needed. This parallel approach could provide an avenue for genuine conversation while balancing the stakeholders’ need to move activity forward.

6 Recommendations for Portland

Purpose & Scope	Avoid limiting the collaborative’s purpose and scope to any one issue (e.g. housing). The collaborative will have the most success attracting diverse, cross-sector partners if it is able to tackle eTOD from multiple angles (e.g. housing, transportation, education, economic development, workforce development, racial equity, etc.)
Size	The size of the collaborative is flexible, but should be directly related to its purpose and scope. Be thoughtful about the tradeoff between efficiency and equity when determining an ideal size for the collaborative.
Legal Structure	A separately incorporated 501(c)3 is not recommended. The collaborative can effectively operate with MOUs or similar legal agreements among partners.
Governance	Avoid a governance body of more than 20 people so that the collaborative can make decisions efficiently when needed. Consider whether it is important to designate individuals or organizational entities to the governance body and be clear about this distinction when recruiting and establishing governance documents. Include authentic community representation in the governance structure of the collaborative.
Membership	Recruit a diverse and cross-sector membership base based on the collaborative’s stated purpose and scope. Include stakeholders from the residential community as well as the public, private, and nonprofit sectors.
Funding	Seed funding will be required, and may or may not be provided by the entity serving as a backbone entity in the collaborative’s early years. The Meyer Memorial Trust and The Oregon Community Foundation are well positioned as philanthropic seed funders. Additionally, public funding from the City of Portland, City of Tigard, and Metro should be explored. The collaborative

	should secure funding for at least 1 FTE plus operating funding for at least 3 years.
Staff	A high-level of dedicated staff time will be needed to launch the coalition, preferably provided by a backbone entity such as the Meyer Memorial Trust.
Geographic Reach	The collaborative should have a regional or city-wide geographic reach, but can designate the Southwest Corridor as an initial focus area or as a designated working group or committee of the collaborative. Organizations with a strong presence in the SW Corridor such as Community Partners for Affordable Housing or HomeForward can chair or lead the work.

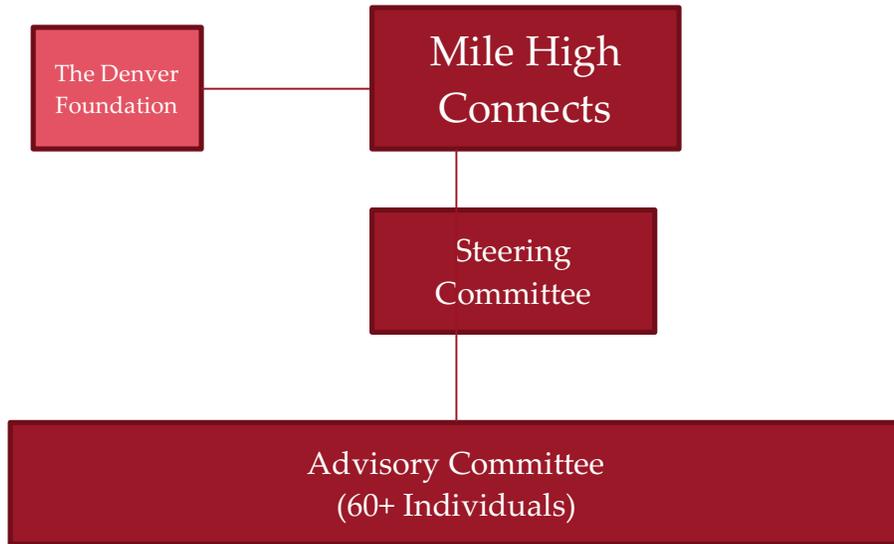
7 Conclusion

Portland’s SW Corridor has the benefit of following in the footsteps of several successful operating eTOD collaboratives across the country. As the case studies highlighted in this paper illustrate, there is no one-size-fits all structure for an eTOD collaborative. To be successful, a collaborative must genuinely reflect the community in which it serves and it must be willing and able to iterate based on a variety of factors that inevitably change over time. While regional differences remain, successful collaboratives in Los Angeles, Atlanta, Denver, and Chicago do feature a handful of shared best practices that can prove useful to a future eTOD collaborative in the Portland area.

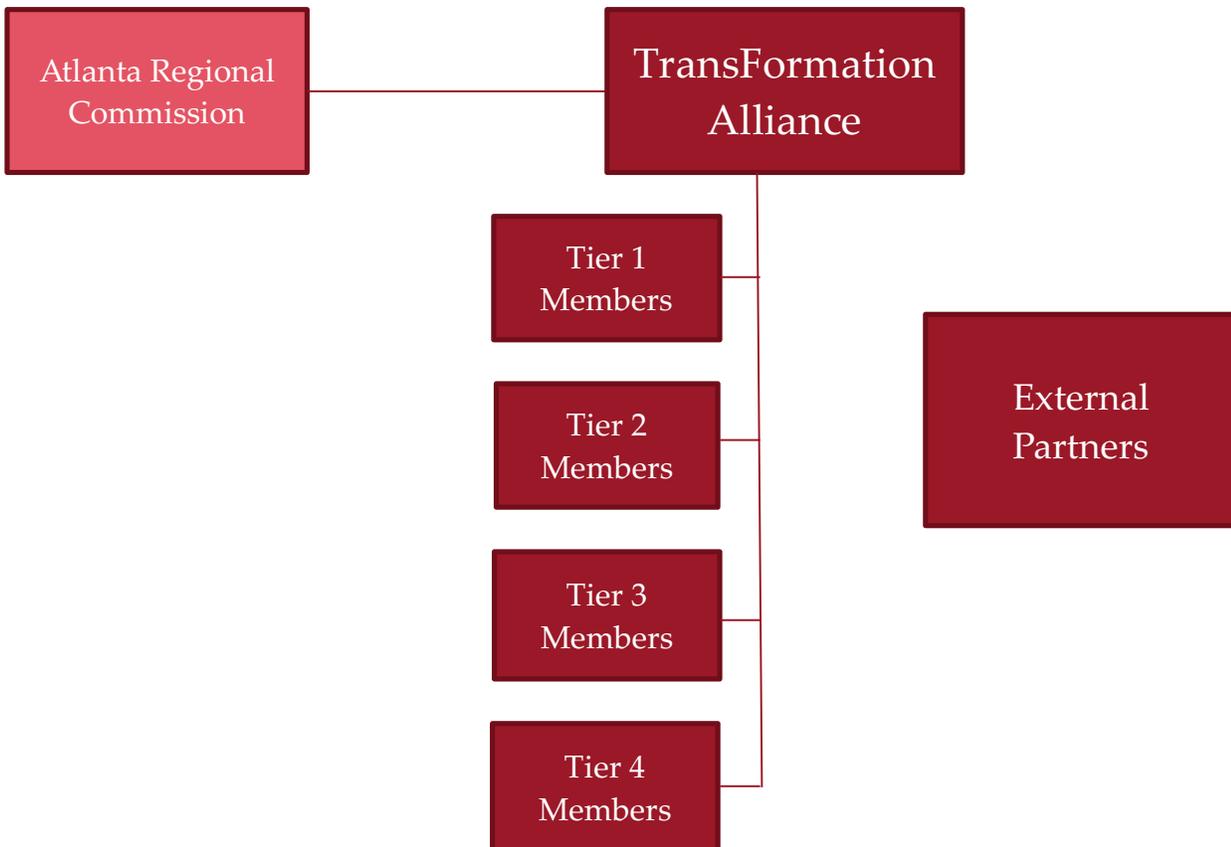
Appendix A

Examples of Governance & Organizational Structures

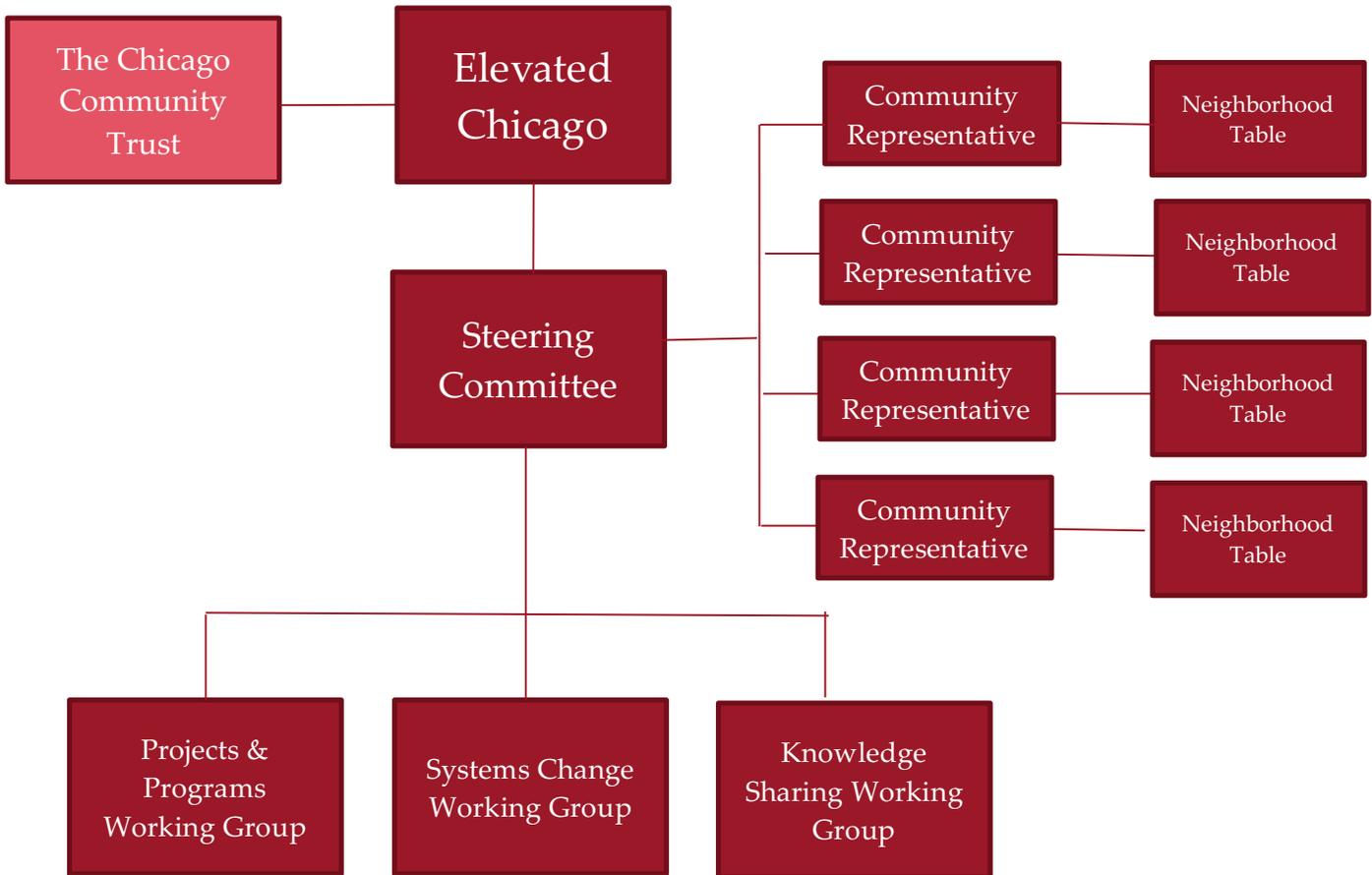
Mile High Connects



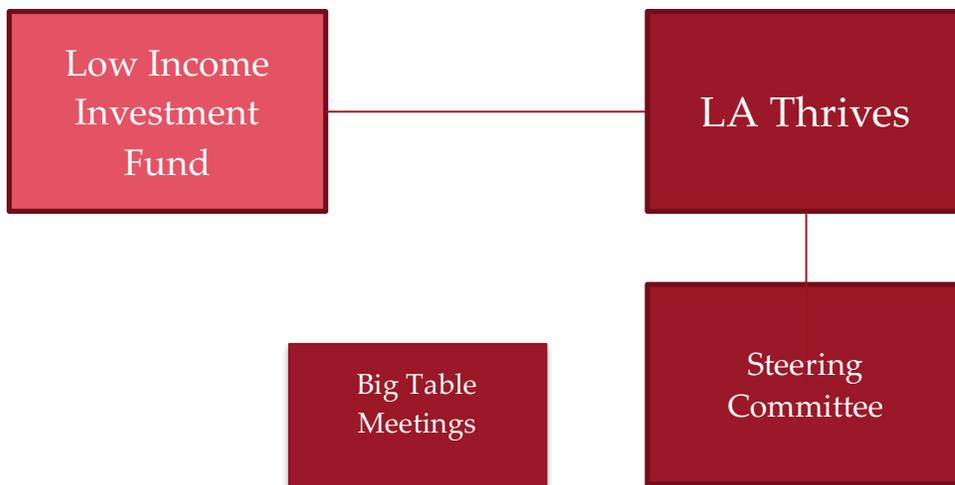
TransFormation Alliance



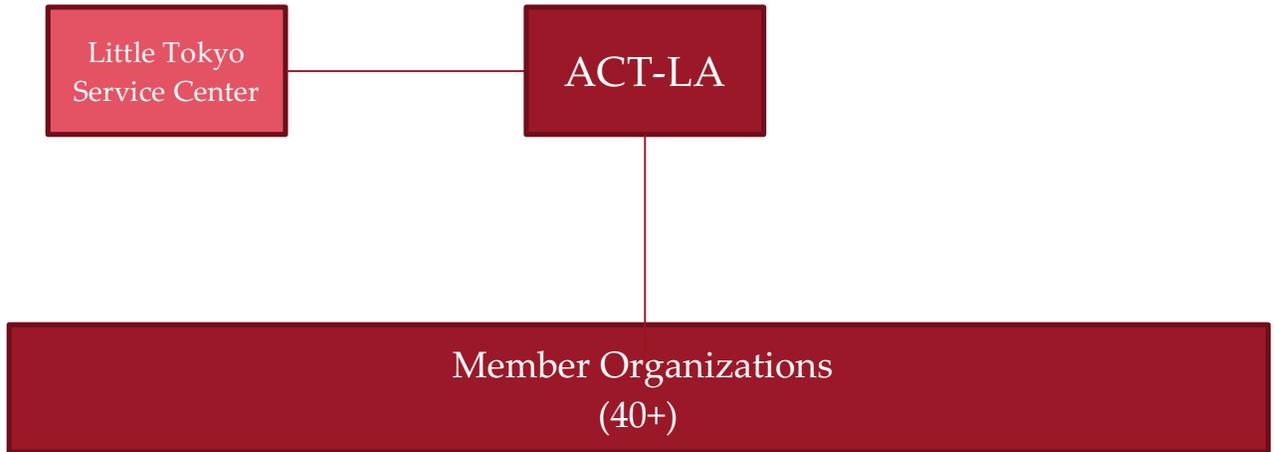
Elevated Chicago



LA Thrives



ACT LA



Appendix B. Summary of Example Collaboratives

	TransFormation Alliance	Mile High Connects (MHC)	LA Thrives +	ACT-LA	Elevated Chicago
Partners	<ol style="list-style-type: none"> 1. Atlanta Land Trust Collaborative 2. Atlanta Neighborhood Development Partnership, Inc. 3. Atlanta Regional Commission 4. Center for Civic Innovation Atlanta 5. Enterprise Community Partners 6. Georgia Advancing Communities Together, Inc. 7. Strategic Alliance for New Directions and Unified Policies (STAND-UP) 8. Fulton County/City of Atlanta Land Bank Authority 9. Partnership for Southern Equity 10. MARTA 11. MARTA ARMY 12. Southface 13. Safe Routes to School National Partnership 14. SUMMECH 15. Tapestry Development Group 16. Urban Land Institute Atlanta 17. ARCHI Collaborative 18. WonderRoot 	<ol style="list-style-type: none"> 1. The Piton Foundation 2. The Buck Foundation 3. United for a New Economy (formerly FRESC) 4. The Colorado Health Foundation 5. Wells Fargo 6. NRDC 7. Gates Family Foundation 8. Enterprise Community Partners 9. Kaiser Permanente 10. US Bank 11. Rose Community Foundation 12. 1st Bank 13. The Denver Foundation 14. 9to5 Colorado 15. Urban Land Conservancy 16. New Belgium Family Foundation 	<ol style="list-style-type: none"> 1. The California Community Foundation 2. Enterprise Community Partners 3. The Low-Income Investment Fund 4. The Liberty Hill Foundation 5. Move LA 6. The Southern California Association of Nonprofit Housing 7. Prevention Institute 	40 + organizations with expertise in grassroots organizing, community economic development, affordable housing development, public health, environmental justice, and policy and legal advocacy.	<ol style="list-style-type: none"> 1. Arts + Public Life 2. Center for Neighborhood Technology 3. The Chicago Community Trust 4. City of Chicago Department of Public Health 5. Enterprise Community Partners 6. Esperanza Health Centers 7. Foundation for Homan Square 8. Garfield Park Community Council 9. IFF 10. Latinos Progresando 11. Latin United Community Housing Association 12. Logan Square Neighborhood Association 13. Metropolitan Planning Council 14. Sunshine Enterprises 15. ThoughtWorks 16. Urban Juncture 17. Washington Park Development Group
Years active	4+	5+	5+	5+	18 months

	TransFormation Alliance	Mile High Connects (MHC)	LA Thrives +	ACT-LA	Elevated Chicago
Grassroots / Resident Engagement	Some grassroots groups participate as formal members, and others participate on committees and help advance work plans.	Prior to a mid 2017 expansion there were two core members that are grassroots community organizing groups: 9to5 Colorado and United for a New Economy, recently 3 additional grassroots groups and 3 community members have joined the steering committee. By design, co-chairs of steering committee must include reps from both nonprofits and funders.	LA THRIVES steering committee members do not include grassroots organizations, but its partnership with ACT-LA and its "Big Table" meetings ensure grassroots involvement.	ACT-LA membership includes strong representation from grassroots, community-based organizations.	By design, community representatives are intended to be conduits for input from focal neighborhoods and to bring the spectrum of different perspectives to decision-making at the steering committee. Together, two community representatives are charged with convening a neighborhood table in their respective neighborhoods.
Size	18 members	16 Steering Committee members	7 Steering Committee members	40+ members	17 members
Partners/Membership Structure	Tiered membership structure (4 tiers) delineates different expectations of partner engagement: Tier 1: Not responsible for advancing work plan and no set expectations about attending work groups, and do not receive funding allocation. Tier 2: Expected to attend meetings X times a year and may participate in a work group if interested, but do not receive funding allocation. Tier 3: Expected to carry out work on behalf of the Alliance and receives funding allocation.	Steering Committee functions as a board of directors. Advisory Council includes more expansive group of individuals (60+) who attend 2-3 meetings/year and provide input to MHC.	Steering Committee holds cross-sector meetings called "Big Tables," that bring together public stakeholders, funders, grassroots organizations, and experts across a variety of sectors.	The 35-member coalition uses a democratic, consensus-driven governing model. It uses a committee and subcommittee structure to organize work flow.	Steering Committee can consist of up to 20 members. 1/2 of steering committee consists of city-wide intermediaries and 1/2 are representatives from focal neighborhoods. 3 formalized regional working groups advance the work: (1) projects and programs, (2) systems change and (3) knowledge sharing.

	TransFormation Alliance	Mile High Connects (MHC)	LA Thrives +	ACT-LA	Elevated Chicago
	Tier 4: Leads a committee or significant piece of work plan and serves a project manager function, receives annual stipend.				
Legal Structure	Not a 501C3. MOUs formalize partnership.	Not a 501C3. Grant agreements/MOUs formalize partnership.	Not a 501C3.	Not a 501C3.	Not a 501C3. Grant agreements formalize partnership.
Fiscal Agent	Atlanta Regional Commission (ARC)	The Denver Foundation	Low-Income Investment Fund	Little Tokyo Service Center	The Chicago Community Trust
Backbone Organization	Atlanta Regional Commission (ARC)	The Denver Foundation	Low-Income Investment Fund	Little Tokyo Service Center	The Chicago Community Trust
Dedicated Staff	In 2017, hired 1 full-time Executive Director who is employed by ARC. Prior to 2017, a percentage of time was purchased from ARC and staff support from other core partners.	4 full-time staff, employed by Denver Foundation	1 full-time staff, who is employed by LIIF.	3 full-time staff, who are employed by Little Tokyo Service Center.	2 full-time staff, technically employed by the Chicago Community Trust. One dedicated staff at Metropolitan Planning Council.
Funding Allocations	Funding provided to partners in higher "tiers" that are making bigger commitments related to lead work.	Funding provided to partners who are executing/project managing work plan.	LA THRIVES partners may coordinate funding, but do not allocate funding to partner organizations.	ACT-LA partners may coordinate funding, but do not allocate funding to partner organizations.	Determined by Projects and Program working group, funding allocations are provided to co-chairs of the working groups and community representatives.
Seed Funder	Ford Foundation was the primary seed funder, with other funds from Wells Fargo.	Ford Foundation	California Community Foundation & The Kresge Foundation	California Community Foundation	The Chicago Community Trust