Public Private Partnerships: Modeling Collective Action in Arizona

Patsy Kraeger  
E. McNamee  
R. Gutierrez  

Available at: https://works.bepress.com/patricia-kraeger/31/
MODELING COLLECTIVE ACTION IN ARIZONA
CONNECTING COMMUNITY THROUGH PUBLIC-PRIVATE PARTNERSHIPS
PARTNERSHIPS IN PLAIN SIGHT

AGENDA

1. Welcome and Introductions
2. Session Overview: Objectives & Key Themes
4. Partnership Principles & Practices
5. Making a Difference Through Partnerships
6. Wrap up
OBJECTIVES

1. Recognize that community change through public-private partnerships (P3s) begins with ideas for shared goals, not standard blueprints which can be reproduced community to community.

2. Obtain practical advice through examples on how public private partnerships can support shared community objectives of foundations, government and nonprofits.

3. Identify possibilities for new partnerships between and among participants.

4. Understand tools to use in the field and take away resources

KEY THEMES

- Look for shared interests: Early Childhood.
- Clarity is key: start with shared vision and goals.
- Focus on results.
- Develop partnerships to leverage impact.
- Act, reflect, analyze, transform, repeat.
- P3s are fundamentally a relational model of change.
P3s DEFINED

- P3s are the combination of a public need with private capability and resources to create a market opportunity through which the public need is met and a profit is made.

- According to the United Nations Development Program (UNDP), the broadest definition of a PPP includes agreement frameworks, traditional contracting, and joint ventures with shared ownership.
<table>
<thead>
<tr>
<th>Inform</th>
<th>Consult</th>
<th>Involve</th>
<th>Partnership (or Collaborate)</th>
<th>Empower (or Control)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Public participation objective</strong></td>
<td><strong>To provide the public with balanced and objective information to assist them in understanding the problems, alternatives, opportunities and/or solutions</strong></td>
<td><strong>To obtain public feedback on analysis, alternatives and/or decisions</strong></td>
<td><strong>To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered</strong></td>
<td><strong>To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution</strong></td>
</tr>
<tr>
<td><strong>Obligations to the public</strong></td>
<td><strong>To keep the public informed</strong></td>
<td><strong>To keep the public informed, listen to and acknowledge concerns and provide feedback on how public input influenced the decision</strong></td>
<td><strong>To ensure concerns and aspirations of the public are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision</strong></td>
<td><strong>To place final decision-making in the hands of the public</strong></td>
</tr>
<tr>
<td><strong>Balance private initiatives and public interest.</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Adapted from the International Association for Public Participation website.
CHALLENGES TO P3s

- People think that money is the answer → Start with assets and current resources.
- A “know it all” or “You don’t understand” or “we tried that; it did not work.” — attitude & behavior → Be curious, listen to understand, think possibilities?
- Challenging the “what is not working” in status quo approaches → courageous strategy.
- Overlook partnerships in plain sight → Who is impacted?
- Resistant to what is necessary for successful partnerships: shared power, leverage resources, flexibility/adaptability, on-going learning through reflection and analysis → Try it, learn…repeat.

WHEN TO DO P3s

- No need for public sector involvement, sole foundation funding. (Low community benefit rate of return)
- PPP with no or limited government financial support. (Medium community benefit rate of return)
- No need for public sector involvement, collaborative funding approach. (Low to medium community benefit rate of return)
- Public sector financing or PPP with Government Financial Support. (High community benefit rate of return)
GOOD PARTNERSHIP PRINCIPLES

- Shared macro vision based on common interest.
- Know your assets, recognize the assets of others.
- Agree upon goal(s) for community benefits.
- On-going learning and mid-course corrections for sustainable outcomes.
- The process is the work/change.

GOOD PARTNERSHIP PRACTICES

- Agree upon community benefits.
- Invite the people who are rarely invited and who change/yield power.
- Take time to build trust, work through difficult situations and discomfort.
- Co-design and co-implement a funding strategy or campaign to leverage shared goals.
- Trust and commit to the process – through the good, bad – long-term relationship.
WHAT DIFFERENCE DO YOU WANT TO MAKE?

- Family Support & Literacy
- Child Development & Early Learning
- Children’s Health

CHOP WOOD, CARRY WATER…REPEAT

We're pretty good at this

...and this

Weakest Link

If we take time we can do well at this too.
# BASICS OF COLLABORATION

<table>
<thead>
<tr>
<th>Factors related to PURPOSE</th>
<th>Factors Related to COMMUNICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concrete, attainable goals and objectives</td>
<td>Open and frequent communication</td>
</tr>
<tr>
<td>Shared vision</td>
<td>Established informal and formal communication links</td>
</tr>
<tr>
<td>Unique purpose</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factors Related to MEMBERSHIP CHARACTERISTICS</th>
<th>Factors Related to PROCESS/STRUCTURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mutual respect, understanding, and trust</td>
<td>Members share a stake in both process and outcomes</td>
</tr>
<tr>
<td>Appropriate cross-section of members</td>
<td>Multiple layers of decision making</td>
</tr>
<tr>
<td>Members see collaboration as in their self-interest</td>
<td>Flexibility</td>
</tr>
<tr>
<td>Ability to compromise</td>
<td>Development of clear roles and policy guidelines</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Factors Related to the ENVIRONMENT</th>
<th>Factors Related to RESOURCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>History of collaboration or cooperation in the community</td>
<td>Appropriate pace of development</td>
</tr>
<tr>
<td>Collaborative group seen as a leader in the community</td>
<td>Sufficient funds, staff, materials, and time</td>
</tr>
<tr>
<td>Favorable political/social climate</td>
<td>Skilled convener/leadership</td>
</tr>
</tbody>
</table>

Source: Collaboration: What Makes It Work by Paul Mattessich and Barbara Monsey is available from Wilder Publishing Center, 919 Lafond Avenue, St. Paul, MN 55104. 800/274-6024
Insight: What does this mean?

What happened, what worked, what did not?

Your Best Idea: Give it a try.

Opportunity: Part of your work

Adapted from © 2014, Fourth Quadrant Partners, LLC
SHARE EXPERIENCE & AHA's

Adapted from © 2014, Fourth Quadrant Partners, LLC