

# El Cajon Collaborative Guidelines



*Vision: Through our collaboration El Cajon's children, youth and families are safe, empowered and thriving.*

*Mission: We build relationships, leverage resources and promote best practices to enhance the quality of life for children, youth and families in our community.*

## **Values:**

- I. Decisions reached through a consensus of diverse perspectives;*
- II. Partnerships focused on collaboration and shared resources;*
- III. Being responsive to and inclusive of our community; and*
- IV. Open access to information and resources.*

## **2010-2012 Strategic Planning Objectives:**

- Create Fiscal Sustainability,
- Review Collaborative Structure,
- Set Operational Priorities and
- Evaluate Progress

**RE-ADOPTED JULY, 2010**

# PARTNERSHIP CHARTS

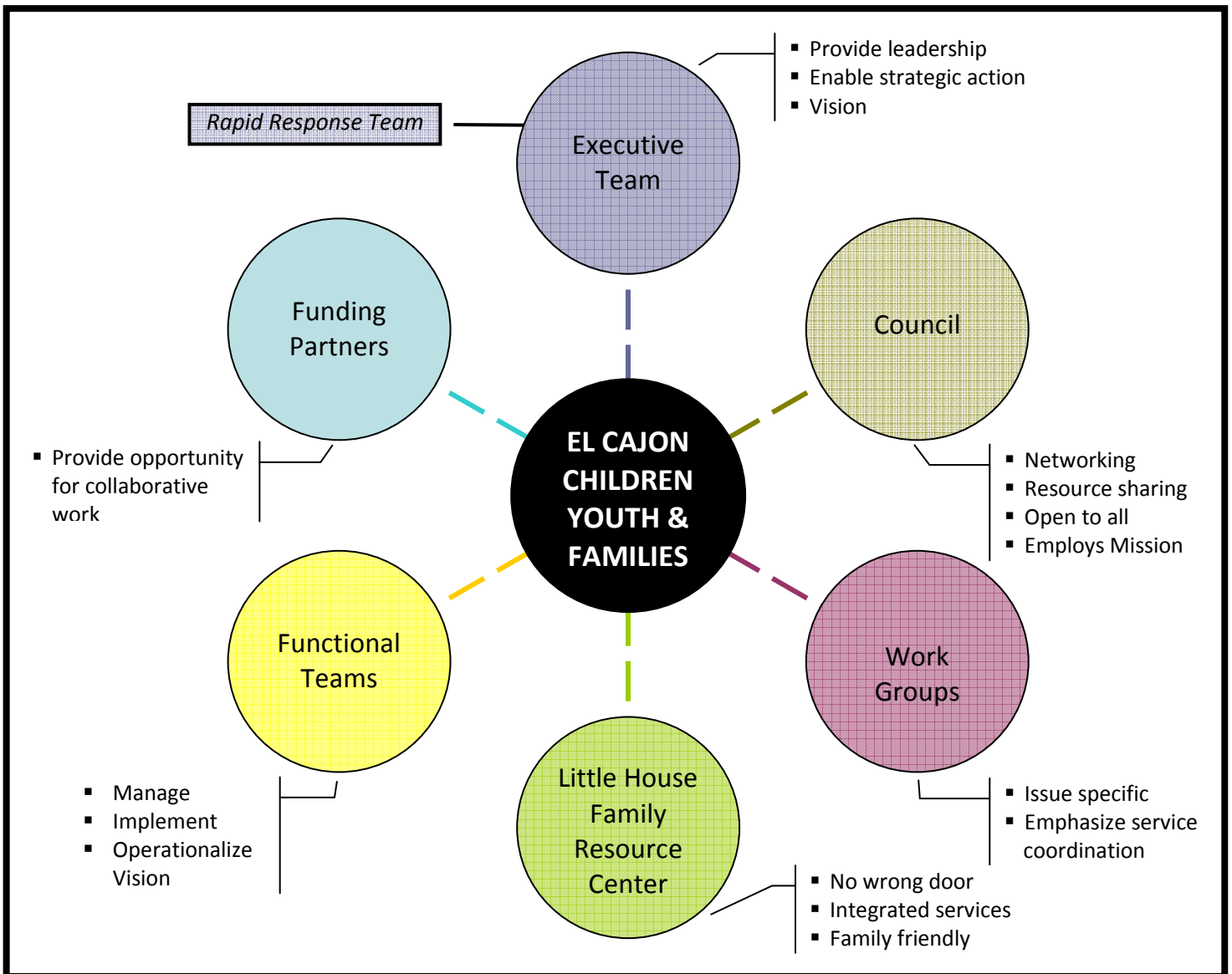
The El Cajon Collaborative has two charts to describe our structure.

Chart 1 (this page) - illustrates the vision of our collaborative relationships, keeping the El Cajon Community at the center of our work.

Chart 2 (page 3) - illustrates the organizational structure used for decision making and accountability.

## CHART 1

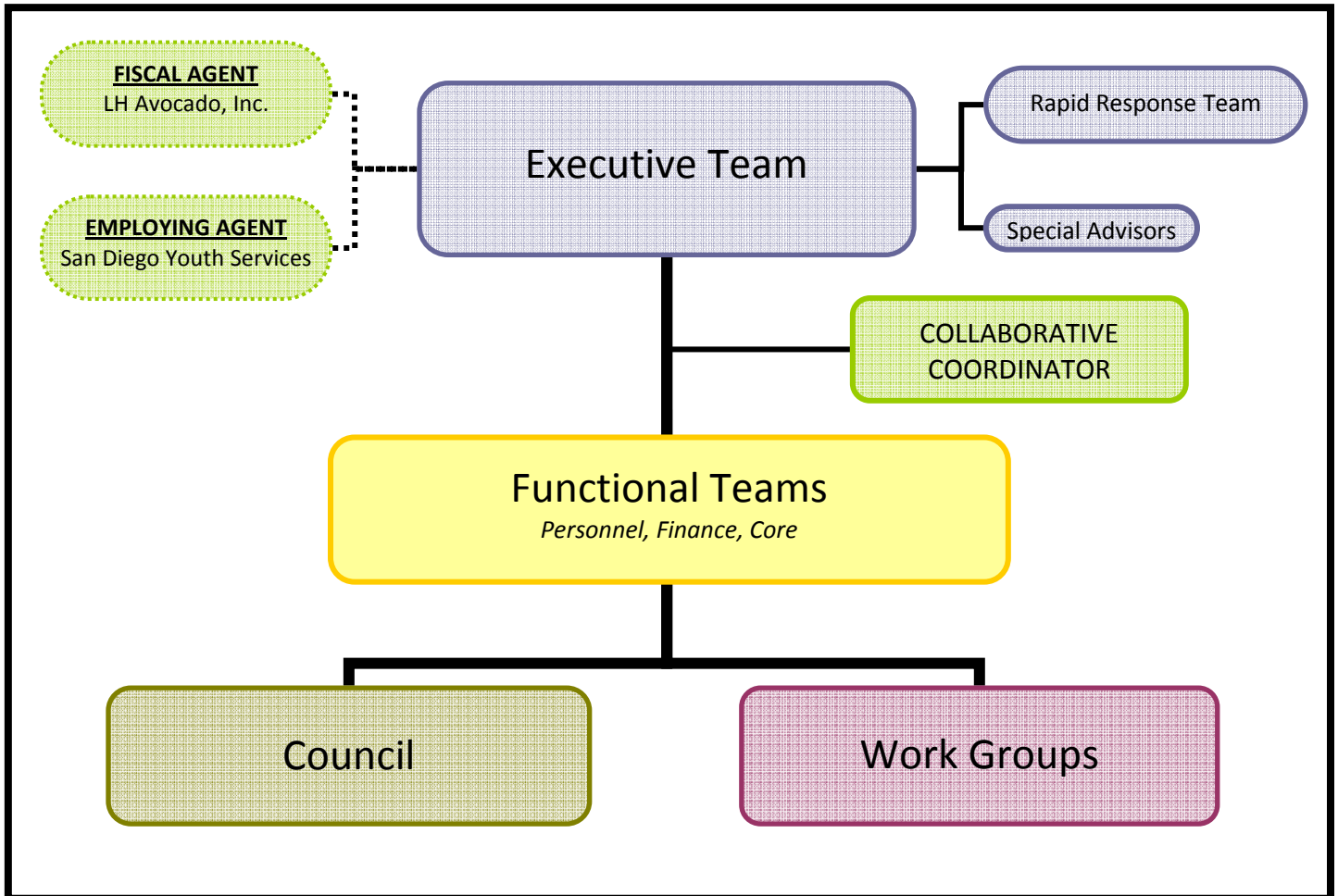
Illustrates the vision of our collaborative relationships, keeping the El Cajon Community at the center of our work.



# PARTNERSHIP CHARTS

## CHART 2

Illustrates the organizational structure used for decision making and accountability.



## EXECUTIVE TEAM

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### **PURPOSE:**

*To provide the El Cajon Collaborative with an executive level of leadership and authority to make decisions that can effect changes to accomplish our vision, mission and goals.*

### **REPRESENTATION:**

1. All ECC Executive Team representatives shall sign a Partnership Agreement.
2. Executive Team shall not exceed 25 representatives.
3. New representatives will be added annually with Executive Team approval, after a formal written letter is submitted to the Executive Team Chair.
4. Each representative shall designate an alternate to have authority to make decisions on their behalf.
5. Representatives with less than 75% meeting attendance during a calendar year will be contacted to determine their desire for continued ECC Executive Team participation. (Collaborative Coordinator shall inform Executive Team of those entities without Partnership Agreements and/or less than 75% attendance prior to contact.)
6. Categories for participants:
  - a. Parent, Community and Consumer Advocacy
  - b. Government (City and County)
  - c. Education
  - d. Healthcare Providers
  - e. Social Services Providers
  - f. Business
  - g. Faith Community

### **RESPONSIBILITIES:**

1. Commit to contributing the necessary resources which can include in-kind to the extent possible to further the success of the Collaborative in meeting its vision, mission and goals.
2. Establish policy and provide leadership and direction to the collaborative.
3. Support active participation by their staff in El Cajon Collaborative Functional Teams, Council, and Work Groups.
4. Establish information-sharing, communication and feedback mechanisms to maximize staff understanding of El Cajon Collaborative mission, vision and goals.
5. Attend all Executive Team Meetings.
6. Monitor composition of the Executive Team to ensure a balanced, cross-sectional representation is maintained.
7. Designate authority to Rapid Response Team or Functional Teams to act on behalf of the Executive Team, as necessary.

### **TERM:**

The period which the Executive Team representative holds the position at the agency they are representing. Partnership Agreements will be re-signed annually, and with any new/incoming Executive Team representatives if the agency representation changes mid-year.

# EXECUTIVE TEAM

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## **LEADERSHIP:**

A Chair and Vice Chair are selected by an Ad Hoc Nominating Committee. The Chair will serve for a minimum of one year. The Vice Chair will serve for a minimum of one year, and assume the Chair position when the Chair's term ends.

## **Executive Team Chair Responsibilities:**

In addition to leading meetings of the Executive Team, the Chair will:

- Act as or designate a liaison to the Core Team.
- Chair the Rapid Response Team.
- Meet quarterly with and advise the Coordinator.

## **Executive Team Vice-Chair Responsibilities:**

- Lead meetings when the Chair is not present.
- When his/her term expires, serve as Chair.

## **MEETING SCHEDULE:**

The Executive Team will meet a minimum of three times a year, notes will be taken to record all meeting decisions and a sign-in sheet will act as a record of attendance.

## **Organizational Meeting at start of Fiscal Year (July):**

- Representation of Executive Team reviewed.
- Representatives to Rapid Response Team designated.
- Approval of Functional Team representatives.
- Review of authority, participation and chairs.
- Meeting dates, location and times designated.
- Operating guidelines reviewed and approved.
- Confirmation of Vice-Chair of Executive Team (to serve as chair beginning in July of the following year).

## **Mid-year Update:**

- Review progress towards goals.
- Address obstacles to success.
- Re-prioritize goals if necessary.
- Identify common measures for success.
- Review financial reports and sustainability issues.

## **End of Year Evaluation:**

- Evaluate progress towards goals.
- Evaluate utilization of resources.
- Finalize goals/objectives for upcoming fiscal year.
- Review budget for upcoming year.

## **DECISION MAKING:**

A consensus form of decision making with those present will be followed.

## RAPID RESPONSE TEAM (RRT)

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**PURPOSE:** *A smaller group comprised of Executive Team representatives, to act on behalf of the Executive Team.*

**REPRESENTATION:**

Six representatives designated by the Executive Team and to include the current chair, the current chair of the Core Team and at least one parent or community representative. All RRT representatives will have a signed ECC Partnership Agreement on file and will meet the 75% Executive Team Meeting attendance requirement.

**RESPONSIBILITIES:**

To serve as a rapid decision-making team of the Executive Team in the following circumstances:

1. Approval to exceed expenditure caps imposed by the full Executive Team;
2. Approval for grant/proposal application;
3. Provide technical support and consultation as requested by the Functional Teams; and
4. Other tasks as designated by the Executive Team.
5. RRT meetings and actions will be reported to the full Executive Team at the Executive Team Meeting following the RRT meeting/action.

**TERM:**

Reviewed annually by the Executive Team at their organizational meeting.

**LEADERSHIP:**

The current chair of the Executive Team will chair the RRT.

**MEETING SCHEDULE:**

As necessary.

## AD HOC TEAMS

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**PURPOSE:** *Time limited groups to provide recommendations to the Executive Team on a specific issue as it pertains to Collaborative operations, management or overall strategic needs.*

**Examples of Ad Hoc Teams are:**

Nominating Team – *to establish a chair or Vice-Chair of the Executive or a Functional Team*

Development Team – *to discuss a resource development opportunity in-depth*

Guidelines Team – *to make significant changes to the operating guidelines of the Collaborative*

Strategic Planning Team – *to recommend strategic planning goals and draft strategic plan*

## FUNCTIONAL TEAMS

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**PURPOSE:** *To manage the collaborative activities and implement programs to operationalize the vision set by the Executive Team, consistent with the vision and mission and strategic priorities of the Collaborative.*

**The following guidelines shall apply to all Functional Teams:**

### **REPRESENTATION:**

1. Each Team will review its representation annually. Functional Teams will have a minimum of three representatives; with at least one Executive Team representative, and a goal of at least one who is a parent/community member.
2. Executives shall approve Team representation and leadership.
3. Individuals interested in participation on a Functional Team will provide a written request to the current Team Chair. New representatives will be added annually.
4. Functional Team representatives must be willing to attend all Team meetings and have a Partnership Agreement on file.
5. Functional Team representatives should also participate at Council, a Work Group, or Executive Team or be an Executive Team designee.

### **MEETING SCHEDULE:**

Teams will meet as necessary, but at least once a year, at a time convenient to all representatives. Each Team will hold an annual Operational Meeting for the purpose of:

- Review of representation, attendance and participation.
- Selection of a Chair and Vice-Chair, if term is ending.
- Designating meeting dates, location and times.

### **DECISION MAKING:**

A consensus form of decision making with those present will be followed.

### **REPORTING:**

Reports of Team activity will be made quarterly by the Functional Team Chair to the Executive Team.

## FINANCE TEAM

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**PURPOSE:** *To review, monitor, and provide recommendations to the Executive Team regarding the Collaborative financial status.*

**REPRESENTATION:**

Open to Functional and Executive Team representatives.

**RESPONSIBILITIES:**

1. Development of all ECC program budgets.
2. Approval of any budget adjustment in excess of 15% of initial allocation.
3. Presentation of annual budget to Executive Team.
4. Evaluation of fiscal agent's performance.

**LEADERSHIP:**

Chair shall be elected annually by the Team, and approved by Executive Committee.

**MEETING SCHEDULE:**

The Finance Team will meet monthly. Notes will be taken to record all meeting decisions and a sign-in sheet will act as a record of attendance. Special meetings may be called by the Chair as necessary.

## PERSONNEL TEAM

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**PURPOSE:** *To provide oversight and direction for the human resources of the Collaborative.*

**REPRESENTATION:**

Chair of Executive Team, Chair of Core Team, Representative of the Employing Agent, and one Executive appointee.

**RESPONSIBILITIES:**

1. The hiring, evaluation, and any grievances of the El Cajon Collaborative Staff with input from Core Team Representatives. (Evaluations occur 6 months following initial hiring and then annually thereafter).
2. Manage and advise El Cajon Collaborative leadership staff.
3. Recommendation of salary and benefit package for El Cajon Collaborative Staff.
4. Approval of salary and benefit package of other ECC staff.
5. Development of job descriptions.

**LEADERSHIP:**

Chair shall be elected annually by the Team, and approved by Executive Committee.

**MEETING SCHEDULE:**

The Personnel Team will meet as needed, at least once per year. Special meetings may be called by the Chair as necessary.

## CORE TEAM

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**PURPOSE:** *To provide oversight and direction for the interagency partnerships and implementation of initiatives in the Collaborative consistent with the mission, vision and priorities of the Collaborative.*

### REPRESENTATION:

1. To the extent possible, the Core Team should reflect a broad based representative body of Collaborative Partner individuals and organizations. Twelve voting representatives will be designated by the Executive Team from a current list of Partners. The preferred makeup is as follows:
  - Four (4) parents/community members identified through Partners
  - Four (4) Executive Team representatives
  - Four (4) who are active participants of Council and/or Work Groups
2. Each representative may designate an alternate to attend in their absence, as long as the alternate is kept up to date on Collaborative business. Any individual/staff with an active Partner will be welcome in attending meetings and receiving updates.

### RESPONSIBILITIES:

1. Monitor progress on the Collaborative's goals and objectives as set forth by the Executives.
2. Report Council activities, concerns, interests, and resource needs to the Executive Team.
3. Provide guidance, management, oversight, direction and input regarding program operations and activities.
4. Engage in planning for program and resource development.
5. Approve Work Group development, activities and leadership.
6. Monitor Work Group guidelines and provide linkages to other existing efforts in the community if a new work group is not approved.
7. Review advocacy opportunities and prepare position papers on issues requested.
8. Review and approve any requested MOU's and Letters of Support.
9. Review potential funding applications brought forward by the coordinator and oversee any grant-writing efforts. Recommend financial partnerships and/or any grant seeking over \$25,000 to the Executive Team.
10. Other tasks as designated by the Executive Team.

### LEADERSHIP:

**A Chair and Vice Chair shall be selected by the Core Team**, and approved by Executive Team. The Chair will serve for a minimum of two years. The Vice-Chair will serve for a minimum of two years, and assume the Chair position when the Chair's term ends.

#### Core Team Chair Responsibilities:

- Lead meetings
- Act as or designate a liaison to the Executive Team and to the Council.
- Meet regularly with and advise the Coordinator.
- Approve monthly invoices for Coordinator's time.
- Serve as part of the Rapid Response and Personnel Teams.

#### Core Team Vice-Chair Responsibilities:

- Lead meetings when the Chair is not present.
- When his/her term expires serve as Chair, subject to ratification by the Executive Team.

### MEETING SCHEDULE:

The Core Team will meet monthly, the third Tuesday of the month from 10 –12. Notes will be taken to record all meeting decisions and a sign-in sheet will act as a record of attendance.

# COUNCIL

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**PURPOSE:** *To engage direct service staff and community partners in resource sharing, networking, joint planning and action around issues that benefit the youth and families of the El Cajon Community, consistent with the mission, vision and priorities of the Collaborative.*

**RESPONSIBILITIES:**

- Identify, prioritize and recommend issues for action to the Functional Teams.

**REPRESENTATION:**

Any individual interested in the work of the El Cajon Collaborative should attend ECC Council Meetings.

**LEADERSHIP:**

A Council attendee, from a Partner organization will be selected for a term of at least one year to be the facilitator of the meetings.

**MEETING SCHEDULE:**

The Council will meet at least monthly on the first Tuesday of the month from 12:30 until 2 pm, notes will be taken to record meeting discussions and a sign-in sheet will act as a record of attendance.

Council Agendas will at a minimum include:

- I. Introductions
- II. Information Sharing Roundtable
- III. Reports from Teams/Work Groups as needed
- IV. Opportunity for:
  - Issue based discussions
  - Program presentations
  - Small group work

A meeting for the purpose of orientating attendees and Partners to the purpose, goals, work plan and operational and governance procedures will be held annually.

## WORK GROUPS

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**PURPOSE:** *Work Groups are formed to address a specific issue or task. They may be long or short term, depending on the need. Work Groups will have a chair selected by the participants of the group and approved by one of the Functional Teams.*

**CONSIDERATIONS FOR ESTABLISHING A WORK GROUP:**

- Demonstrate how the proposed issue supports the strategic plan for the ECC.
- Make certain not to duplicate an existing issue based group in the community.
- Case coordination and program related working groups are appropriate and considered an important part of collaborative work when needed.

**RESPONSIBILITIES:**

- Activities of the Work Groups must be approved by a sponsoring Functional Team.
- Reports of Work Group activity will be provided monthly to the Council and appropriate Functional Teams, by a designee of the Work Group (or Chair of the Council if a designee is unavailable).
- Reports of Work Group activity will be provided at least annually to the Executive Team. (If the chair of the Work Group is not a current representative of the Executive Team, the sponsoring Functional Team Chair will report the activities of the Work Group to the Core Team.)

**REPRESENTATION:**

- Open to anyone, with a goal of at least one parent/community member representative.
- The Coordinator will give guidance and support to Work Groups, and attend as necessary.

**LEADERSHIP:**

- The sponsoring Functional Team shall approve the Chair of the Work Group.

**MEETING SCHEDULE:**

- Work Groups shall follow a meeting structure approved by the Functional Team and provided by the Coordinator.

The sponsoring Functional Team is responsible for monitoring the above guidelines and providing linkages to other existing efforts in the community if a new work group is not approved.

**EL CAJON COLLABORATIVE**  
**COLLABORATIVE COORDINATOR JOB DESCRIPTION**  
*Updated June, 2010 by Personnel Team*

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**Function:**

To provide coordination and facilitation for El Cajon Collaborative (ECC) and Little House Family Resource Center (FRC) activities. This includes the performance of a variety of administrative tasks for the interagency collaborative, performance of responsible technical work in management areas, assistance in analysis and solution of program development and implementation, and performance of related work as required.

**Representative Duties:**

1. Interface with LH Avocado, Inc. and assist in management of the day to day operations of Little House;
2. Leadership support, facilitation and coordination of Collaborative leadership teams, work groups and activities.
3. Active outreach and engagement to ensure the integration and coordination of services provided by interagency collaborative partners, including:
  - a. Membership development for new and current Partners.
  - b. Working with East Region providers and community collaboratives to develop relationships and maintain connections for the purpose of inspiring services provided in El Cajon
  - c. Acting as a resource and information gathering/dissemination point of contact for members of the collaborative and providers of El Cajon services which impact families
4. Manage the fiscal operations of ECC and Little House.
5. Create, manage and maintain key information and documents for historical record of Collaborative work: including meeting agendas as well as minutes of team and workgroups meetings as assigned.
6. Identify, participate in the development of, and monitor grants, Memorandums of Understanding and contracts with multiple agencies.
7. Manage sustainability planning for future Collaborative work.
8. Other duties as necessary to ensure the successful operations of ECC and Little House

**Abilities/Skills/Knowledge:**

1. Knowledge of the principles and practices of public administration, education and non-profit organizations;
2. Knowledge of case management, wraparound and family system approaches;
3. Knowledge of the East County community and cultures and respect for diversity;
4. Ability to use office machines, word processing, spreadsheets, database and presentation applications;
5. Ability to compose correspondence, prepare reports and develop office procedures;
6. Ability to establish and maintain working relationships with public officials, community members, collaborative Partners, and fiscal and employing agencies;

**EL CAJON COLLABORATIVE**  
**COLLABORATIVE COORDINATOR JOB DESCRIPTION**  
*Updated June, 2010 by Personnel Team*

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7. Ability to research and attain new funding sources through grants, partnerships or other means;
8. Ability to think independently and complete projects with minimum initial instruction;
9. Ability to determine work priorities for a variety of assignments and Work Groups;
10. Ability to work well under time constraints;
11. Excellent written and oral communication skills;
12. Effectiveness in building and managing collaborative efforts;

**Qualifications:**

**Experience:** Four or more years of relevant experience in collaborative activities providing services to families and children; grant writing and program development.

**Education:** Equivalent to at least a Bachelors degree with a Major in Public or Business Administration, Social Work, Public Health or closely related field.

**Special Requirements:** At the time of hire, must possess a valid California Drivers License; must submit to fingerprint clearance, TB and drug clearance and must be able to work flexible hours.



*(SAMPLE)* **PARTNERSHIP AGREEMENT**  
BETWEEN  
**(NAME OF ORGANIZATION/INDIVIDUAL)**  
AND  
**EL CAJON COLLABORATIVE**

**Purpose:** The purpose of this Partnership Agreement is to define the relationship between **(Name of Organization/Individual)** and the **El Cajon Collaborative**.

**Term:** This Partnership Agreement shall begin upon signature of both parties and extend until either party gives notice of intent to withdraw from the collaboration.

**(Name of Organization/Individual)** will:

1. Regularly participate in El Cajon Collaborative (ECC) Meetings.
2. Support the vision, mission, goals and organizational programs and activities of the El Cajon Collaborative (ECC).
3. Periodically review **(Name of Organization/Individual)**'s commitment to the vision, mission and goals of the El Cajon Collaborative and participation in the ECC's organizational and program activities.
4. Immediately inform the Coordinator or Chair of the Executive Team of any concerns, questions or disagreements with ECC operations, activities or viewpoints.
5. Support **(Name of Organization/Individual)** staff to actively participate in ECC related activities.
6. As appropriate, offer and provide **(Name of Organization/Individual)** resources to support ECC activities.
7. Assist in the training of other collaborators and community members concerning available **(Name of Organization/Individual)** services, referral procedures, etc.
8. Assist in the development and implementation of a coordinated information service system to provide current and meaningful resources, which residents and providers in the El Cajon community can access.
9. Adhere to exchange of information guidelines that are consistent with all local, state and federal codes and mandates governing confidentiality and rights of privacy.
10. Support El Cajon Collaborative's strategies through its programs, cross-agency activities and community interactions.
11. Participate in community awareness, grant-mandated data reporting and documentation of ECC activities.
12. Designate a contact person to receive referrals and participate in problem solving so that ECC programs' families can access services in the most cost efficient and timely manner.
13. Adhere to a consensus-based decision making approach.
14. *[Adhere to the conflict of interest policy on the reverse side of this agreement.] Statement to be finalized July, 2009.*

**El Cajon Collaborative** will:

1. Provide opportunities to share and receive information about El Cajon policy making.
2. Provide information about key activities, resources, and access to services.
3. Provide networking opportunities.
4. Provide opportunities for creative problem solving.
5. Encourage collaboration in all decisions regarding resource development.
6. Provide Memorandums of Understanding, Letters of Support and References to its Partners.
7. Adhere to consensus-based decision making.
8. Ensure equal opportunity for participation in all ECC activities.

\_\_\_\_\_  
ORGANIZATION DESIGNEE/INDIVIDUAL

\_\_\_\_\_  
EL CAJON COLLABORATIVE

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
TITLE

\_\_\_\_\_  
DATE

\_\_\_\_\_  
DATE



**EL CAJON COLLABORATIVE PARTNER**

**(SAMPLE) CONFLICT OF INTEREST STATEMENT:**

**In the interest of fair and ethical collaborative business, by signing the reverse side of this agreement and initialing this page each Collaborative Partner acknowledges that they have received the El Cajon Collaborative Conflict of Interest Statement, that they have read and understand the Statement, that the statement applies to any representative acting on their behalf and agree to adhere to the Conflict of Interest Statement as written here:**

***I. Duty to Disclose.*** In connection with any actual or possible Conflict of Interest, the representative(s) of a Collaborative Partner<sup>1</sup> must disclose the existence of the Potential Conflict or Financial Interest and be given the opportunity to disclose all material facts to the appropriate chairperson, vice chairperson or other representative with Executive Team delegated powers considering the proposed transaction or arrangement.

***II. Determining Whether a Conflict of Interest Exists.*** After disclosure of the Potential Conflict or Financial Interest and all facts, and after any discussion with the Collaborative Partner representative, he/she/they shall leave the meeting while the determination of a conflict of interest is discussed and consensus is reached. The remaining Collaborative Partner representatives shall decide if a conflict of interest exists.

***III. Procedures for Addressing the Conflict of Interest.***

(A) Collaborative Partner representative(s) may make a presentation to the Executive Team or applicable Collaborative body, but after the presentation, he/she/they shall leave the meeting during the discussion of, and the consensus process for, the transaction or arrangement involving the potential conflict of interest.

(B) After exercising due diligence, the Executive Team or applicable Collaborative body shall determine whether the Collaborative can obtain with reasonable efforts a more advantageous transaction or arrangement from a person or entity which would not give rise to a conflict of interest.

(C) If a more advantageous transaction or arrangement is not reasonably possible under circumstances not producing a conflict of interest, the Executive Team or applicable Collaborative body shall determine by a consensus process of the disinterested directors whether the transaction or arrangement is in the Collaborative's best interest, for its own benefit, and whether it is fair and reasonable. In conformity with the above determination it shall make its decision as to whether to enter into the transaction or arrangement.

***IV. Violations of the Conflicts of Interest Policy.***

(A) If the Executive Team or applicable Collaborative body has reasonable cause to believe any representative of a Collaborative Partner has failed to disclose actual or possible conflicts of interest, as soon as possible it shall inform the representative and the appropriate chairperson or vice chairperson of the basis for such belief and afford the representative an opportunity to explain the alleged failure to disclose.

(B) If, after hearing the representative's response and after making further investigation as warranted by the circumstances, the Executive Team or applicable Collaborative body determines the representative has failed to disclose an actual or possible conflict of interest, it shall take the appropriate corrective action as determined by the Executive Team.

*Collaborative Partner/Designee Initial:* \_\_\_\_\_

*Date:* \_\_\_\_\_

<sup>1</sup> A Collaborative Partner is defined as an individual or entity that has an up-to-date signed Partnership Agreement with the El Cajon Collaborative on file.

# CONSENSUS GUIDELINES

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## ***What is Consensus<sup>1</sup>?***

Consensus is a ***process for group decision-making***. It is a method by which an entire group of people can come to an agreement. The input and ideas of all participants are gathered and synthesized to arrive at a final decision acceptable to all. Consensus is based on the principle that ***every voice is worth hearing, every concern is justified***. If a proposal makes a few people, even one person, deeply unhappy - then there is a valid reason for that unhappiness, and if we ignore it, we are likely to make a mistake. Consensus does not mean that everyone thinks that the decision made is necessarily the best one possible, or even that they are sure it will work. What it does mean is that in coming to that decision, ***no one felt that her/his position on the matter was misunderstood or that it wasn't given a proper hearing***. Hopefully, everyone will think it is the best decision; this often happens because, when it works, collective intelligence does come up with better solutions than could individuals.

## ***Forming the consensus proposals:***

1. The group must agree on a **facilitator** at the start of the meeting.
2. One person puts forward a proposal. The facilitator makes sure **everyone gets a chance to put forward concerns, or speak for it**. Negative reactions are not expressed as hard/fast positions. Instead of saying, "I am categorically against it" you say "I am concerned about it, because..."
3. Voicing concerns allows the proposal to be ***modified, amended or withdrawn***. It is the responsibility of those who are having trouble with a proposal to put forth alternative suggestions.
4. When a proposal seems to be well understood by everyone, the facilitator(s) can ask if there are any objections or reservations to it. If there are none they ***call for consensus***. If there are still no objections then you have your decision. Once consensus is reached, it helps to have someone repeat the decision to the group so everyone is clear on what has been decided.
5. If a decision has been reached, or is on the verge of being reached that a Partner(s) cannot support, Partners are invited to express their objections:
  - ***Non-support ("I don't see the need for this, but I'll go along")***
  - ***Reservations ("I think this may be a mistake, but I can live with it")***
  - ***Standing aside ("I personally can't do this, but I won't stop others from doing it")***
  - ***Withdrawing from the group***Obviously, if many people express non-support or reservations or stand aside or leave the group, it may not be a viable decision even if no one directly blocks it.
6. In the event that it appears that consensus can not be reached, **AND** only after **ALL** Partners have had an opportunity to speak, any Partner may call for a vote. Any Partner with a conflict of interest will abstain from discussion and voting. A decision will be made if 50% of those present, plus one, agree. Those not wanting to vote will abstain and be counted as present. Those unable to vote due to a conflict of interest will recuse themselves and **NOT** be counted as present.

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<sup>1</sup> References: Handbook for Nonviolent Action; "Consensus Ingredients" by Caroline Estes, from In Context: A Quarterly Journal of Humane Sustainable Culture, Fall 1983; Group Leadership and Decision Making: Workbook by William Gellermann, 1981  
El Cajon Collaborative Operating Guidelines      Revision- July, 2010

# ADVOCACY GUIDELINES

Drafted – July 11, 2003

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## I. Criteria for taking a position

- Does this (issue/initiative/program/regulation/statute) have a positive or negative impact on our mission - “To promote, enhance and sustain healthy fulfilling, lifestyles for our children, youth and families” - and/or adopted Strategic Plan of The El Cajon Collaborative?
- Does this (issue/initiative/program/regulation/statute) pose a clear and present benefit/threat to children, youth and families?

## II. Process for determining position

- Any ECC Partner may bring an issue for consideration.
- All Partners of the ECC will be notified, via e-mail that an issue has been brought forward and a position is being determined in accordance with the advocacy guidelines.
- The ECC Core Team reviews issue/initiative/program/regulation/statute.
- The Core Team prepares a position paper outlining pros and cons associated with taking a position. Materials/information Partners wish to have considered/included in the position paper may be presented at the Core Team meeting when this matter is discussed.
- Unless the Executive Team is due to meet in a timely period, the Rapid Response Team (RRT) will review the position paper and determine the position the ECC will take based on the support of the majority of representatives (no less than 4 votes).
- If the RRT can't reach agreement, and at the discretion of the RRT, the matter will be brought to the full Executive Team for their review. A decision will be made based on the support of a majority of the Partners present (simple majority, 51%). Individual Executive Team representatives may request that their position be recorded in the meeting minutes.
- The decision will then be communicated immediately to all ECC Partners, via e-mail.

## III. Position Options

- No Position
- Watch (Monitor)
- Position to Support or Oppose:
  - Level 1: Take a formal position to support/oppose.
  - Level 2: Communicate El Cajon Collaborative's support/oppose position in writing.
  - Level 3: Staff and/or others actively indicate support/opposition through letters, phone calls, personal visits and/or testimony before a governing body.
  - Level 4: Activate grassroots advocacy network.

## IV. Action Option Goals

- Impact a decision.
- Shape the course of action.
- Initiate or partner with others.

## V. Guidelines

- The ECC will neither support nor oppose candidates.
- It is understood that the position and resultant action is based on the mission and strategic plan of the ECC, and not any one organization or individual.

# GRANT & CONTRACT GUIDELINES

*Revised – July 10, 2009*

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## **Philosophy for Grant(s)/Contract(s) involving the El Cajon community:**

In the spirit of collaboration and through a process of shared leadership, the El Cajon Collaborative and its Partners<sup>2</sup> agree to participate in a revenue strategy that is acutely mindful of mission while simultaneously avoiding conflicts. El Cajon Collaborative seeks a balanced approach to explore all viable options and increase funding levels for its Partners while ensuring appropriate funding resources for the long-term operational success and sustainability of the Collaborative.

In so doing, the Collaborative will apply for grants/contracts in which one or more of the conditions are present:

- a. Two or more grants/contracts may be awarded in the El Cajon area;
- b. There is low to no impact on current Partner(s) core operational budget(s) (more than 5% of operational revenues);
- c. The contract/grant application is not in direct competition with a Partner(s) that has shown a demonstrated commitment (6 or more months active participation) to the El Cajon Collaborative;
- d. The organization directly solicits the El Cajon Collaborative for a proposal;
- e. The Partner(s) and the Collaborative agree to jointly apply for integrated funding; and/or
- f. The Partner(s) consider(s) seeking funding for the Collaborative in their/its application(s) as a subcontract (where feasible and appropriate).

Furthermore, Partners will not apply for a competitive grant/contract for which the El Cajon Collaborative has made application, if the grant/contract sought will be awarded to only one recipient, and the El Cajon Collaborative is the current recipient and depends on the grant/contract funds for continuing operations and has reapplied or intends to reapply for such grant/contract.

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<sup>2</sup> Partners defined as anyone with a signed El Cajon Collaborative Partnership Agreement.  
El Cajon Collaborative Operating Guidelines      Revision- July, 2010

## PROCESS FOR GRANT/CONTRACT APPROVAL

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### **Process for Obtaining ECC Support of a non-ECC Grant/Contract:**

1. MOU's and Letters of Support are reviewed and approved or denied by Core Team.
2. The Core Team will support all applications, as requested and if the entity has the capacity to provide the services, via a MOU or Letter of Support, and is not bound to limit support to only one applicant/proposal.
3. When two or more Partners of the collaborative request support for the same funding proposal, the Core Team will not recommend one entity above any other.

### **Process for ECC Grant Applications:**

1. The ECC Coordinator will bring all potential funding applications to the Core Team for their review and recommendations.
2. For applications of \$25,001 or more, an email notice will be sent to all Partners when funding applications will be on the Core Team Agenda.
3. The ECC Coordinator, as appropriate and timely, will have received input and recommendations from any ECC Team/Work Group involved or to be involved in the scope of work of the proposal. The Team will also identify, to the best of its ability, ECC Partner agencies that should be included in the decision to seek funding and those agencies will be invited to the ECC Core Team for participation in the funding application approval process.
4. When considering the merits of an ECC application, and prior to any grant writing efforts, the following shall be considered by the Core Team:
  - a. Are the services to be funded needed in El Cajon?
  - b. Is anyone else providing the services?
    - 1) In El Cajon?
      - a) Are more services needed?
      - b) Are the services provided adequate?
      - c) Are the services provided of the quality needed?
      - d) Should ECC compete (either with an ECC Partner or non-Partner) to provide the service(s)?
        - i. Why or why not?
5. The Core Team will recommend if ECC will apply
  - a. As an entity via LH Avocado, Inc. or another fiscal agent; or
  - b. As a partner with another entity(ies)

For applications for funding in the amount of \$25,001 or more, the Executive Team or RRT will arrive at a decision regarding ECC applications for funding by consensus, as defined by the ECC Executive Team at their September 9, 2005 meeting.