

Community Maturity and Collaboration

Sample framework for assessing an inter-agency service network's maturity and development. This model is based on seven developmental stages for collaboration. These **Developmental Stages** include:

1. *Initial mobilization*
2. *Establishing organizational structure*
3. *Building capacity for action*
4. *Planning for action*
5. *Implementation*
6. *Refinement*
7. *Institutionalization*

Developmental Stage	Time Period	Developmental Characteristics and Activities
1. Initial mobilization	<i>Winter 2014</i>	<ul style="list-style-type: none"> • Development of planning grant application by staff and consultant • Development of collaborative plan through initial inter-agency partnership • Outreach to and engagement of additional agencies (broadening supportive base) • Informal collaboration meeting (2)
2. Establishing organizational structure	<i>Spring 2015</i>	<ul style="list-style-type: none"> • Formal collaborative meetings • Formal services defined • Priorities established • Initial infrastructure developed • Development of planning elements • Developed and secured Interagency

		<p>agreements and working agreements with partners</p> <ul style="list-style-type: none"> • Formal linkages to potentially supportive services • Presentation to and secured support from collaboration's membership
3. Building capacity for action	<i>Spring 2015</i>	<ul style="list-style-type: none"> • Informal collaboration meetings until notice of funding • Site visits of services providers • Assessment of program capabilities and capacity
4. Planning for action	<i>Summer 2015</i>	<ul style="list-style-type: none"> • School site and network member preparation for start up • Initial advertisement and promotion of program • Continued development of resources (agency support, flyers, brochures) • Final service delivery plan determined by staff and team members
5. Implementation	<i>Fall 2015</i>	<ul style="list-style-type: none"> • Individual program activity implementations • Program monitoring during start-up phases • Development of staff (includes hiring and developing staff, securing system resources, and building internal office infrastructure) • Data collection system in place with volunteers or training set up. • Evaluation framework and tools in place

		<ul style="list-style-type: none"> • Monitoring of subcontractors and services by community and provider (ongoing)
6. Refinement	<i>Fall 2015</i>	<ul style="list-style-type: none"> • Assessment of programs by Board and Education and review of changes needed in Program Structure • Process evaluation, including assessment of services (ongoing) with college interns or partners • Program adjustments based on findings during interim assessment periods (ongoing) • Final determination and assessment of service delivery system
7. Institutionalization	<i>Hasn't Occurred Yet</i>	

Strategic Planning Tool
Preparation for Assessing Organizational Needs

Goal	Action Plans	Recommendations	Staff Assigned	Due Date
Preparation: Review of assessment for capacity				
Develop an understanding of the Board responsibilities	Become familiar with roles and responsibilities of Board of Directors	Create a list of prospective Board of Directors Explain why you are considering recruiting the individual		
Develop comprehensive job descriptions for intended staff	Analyze skills and educational level needed for each staff member and research trainings that be leveraged	Partner with organizations who offer similar services for trainings Contact local colleges and universities for interns for data management or evaluation purposes		
Know your workforce development systems within a few miles of your organization	Research all of the programs and initiatives available to your intended program participants	Talk to your Workforce Investment Board and Career One-Stop to learn about workforce investment system		
Research national web tools that will support “free” informational / training supports	Become informed of national web resources and incorporate into career exploration workshops for students	As an example, DOL-Facebook Social Jobs Partnership includes: -- My Next Move: www.mynextmove.org/ -- My Skills, My Future: www.myskillsmyfuture.org/ -- Career One Stop: http://www.careeronestop.org/		
Identify key stakeholders and resources for fundraising, MOU’s, volunteer opportunities	Create networking opportunities for your organization by hosting events, attending local events, using social media	Inquire whether an organization would allow you to shadow how they: <ul style="list-style-type: none"> • Hire talented staff • Handle skills-shortages for entry-level positions • Handle training needs • Recruit talented Board members • Work with local schools, churches, colleges 		
Develop marketing materials	Create marketing materials that promote you services and identifies benefits to working with your organization	Brainstorm the types of support you need to promote organization (i.e. updated website, business cards, events, social media)		
Develop a mission statement	Develop a message that clearly states organization goals	Use language that excites and will demonstrate your passion		

DEVELOPING ACTION PLANS FOR PROGRAM PLANNING

Improve organizational functioning to promote effective communication, for team-building, and for better client service.

GOAL	ACTION STEPS (HOW)	STAFF (WHO)	DUE DATE (WHEN)
Assess Strategic Planning Committees	<ul style="list-style-type: none"> <input type="checkbox"/> Convene key agency supporters to discuss status of strategic planning committees and make adjustments 		
Create communication policy between staff, Board of Directors, and community partners	<ul style="list-style-type: none"> <input type="checkbox"/> Use social media to promote organizational goals, mission statement (perform monthly – i.e., publish a monthly newsletter) <input type="checkbox"/> Create annual events calendar <input type="checkbox"/> Prepare monthly mailing to go out by third week of each month <input type="checkbox"/> Develop and send out bi-weekly job bulletins which include volunteer opportunities (if funding is not in place) <input type="checkbox"/> Send emails/make calls to potential partners, regarding trainings, orientations, recruitments 		
Address staff roles	<ul style="list-style-type: none"> <input type="checkbox"/> Create/implement action steps to complete job descriptions 		
Provide ongoing professional development to all staff	<ul style="list-style-type: none"> <input type="checkbox"/> Work with training academies to identify relevant trainings for different staff types <input type="checkbox"/> Assemble training calendar <input type="checkbox"/> Track training hours for all staff for certifications to assist with proposals 		

Create short term and long term plans for the population you are planning to serve. For example, if your organization is planning to work with youth, invest time in the local workforce system to research “how” to connect potential clients to services.

GOAL	ACTION STEPS (HOW)	STAFF (WHO)	DUE DATE (WHEN)
Transition to WIA system	<ul style="list-style-type: none"> <input type="checkbox"/> Recruit and enroll 100 out-of-school youth 		
Eligibility	<ul style="list-style-type: none"> <input type="checkbox"/> Collect eligibility documentation 		
Orientation	<ul style="list-style-type: none"> <input type="checkbox"/> One orientations per week held 		
Enrollment and Assessment	<ul style="list-style-type: none"> <input type="checkbox"/> Provide initial assessment 		

	<input type="checkbox"/> Administer CASAS Levels Test <input type="checkbox"/> Set goals		
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Improve educational outcomes of in-school and out-of-school youth, focusing on literacy, basic skills improvement, high school graduation, and college enrollment.

GOAL	ACTION STEPS (HOW)	STAFF (WHO)	DUE DATE (WHEN)
Improve vocational training opportunities for youth	<input type="checkbox"/> To ensure that the facility is up to par and at the disposition of the instructor. <input type="checkbox"/> Maintain ongoing communication, with instructor to ensure needs are met.		
Cash for college	<input type="checkbox"/> Attend workshops and recruit youth to attend.		
Improve college enrollment rates	<input type="checkbox"/> Structure next years “Summer Immersion” Program with college representatives <input type="checkbox"/> Volunteer for the “Free Cash for College” workshops <input type="checkbox"/> Conduct financial aid workshop for all students who attend or plan to attend college or vocation training		
Create an education plan	<input type="checkbox"/> Each committee member will bring an idea to create the education plan <input type="checkbox"/> Create educational activities based on the needs of the youth		
College Campus Tours	<input type="checkbox"/> Staff is making arrangements with colleges to give agency participants a tour of the campus. <input type="checkbox"/> Will be working with other contracted partners to assist with these tours by providing transportation		
Identify the basic skills needs of the YOM participants	<input type="checkbox"/> Ask staff and case managers to identify the basic skills needs of the active YOM participants		
College workshops	<input type="checkbox"/> Continue to provide college workshops for youth		

Youth advisory council	<input type="checkbox"/> Recruit youth so that they can meet with education committee and assist with creating activities <input type="checkbox"/> Youth in the council will give ideas, assist with the implementation of ideas and assist with recruiting more youth		
Fundraising	<input type="checkbox"/> Raise funds to purchase a trip for those youth in the advisory council		
WIA enrollment	<input type="checkbox"/> Continue to conduct orientations and enroll new youth into WIA in lieu of program services		
Create basic skills activities	<input type="checkbox"/> Create basic skills workshops at organization <input type="checkbox"/> Take youth to events and have them do an assignment		

Next Steps Planning Tool

Major Planning Steps	Responsible Partners	Activities	Resources and/or Strategies	Timeline	Evidence of Successful Planning
Build Planning Collaboration	Governing Body	Collaborative Meetings, Training, Intro to Planning Concepts, Consensus Building	Review and approve overall plan, assign responsibilities	May and June, 2014	Completed plan, Meeting minutes, Collaborative Roster
Develop Planning Infrastructure	Coordinator, to oversee coordination of Parents, Education system, CBO, Business, Students, Agency involvement	Recruit and Staff Design, Business, CBO, Law Enforcement, Workforce, Student Teams and Education Resource Teams, Identify (facility, supply, equipment) needs	Create resource and design (education, CBO, Business) teams. Recruit and training members of teams	May and June, 2014	Staff rosters showing assignments of team members; Itemized budgets, Project Calendar which includes pilot dates
Involve Business, Education, Workforce, Parents, CBO's, Students, Education Teams and Agencies	Resource Teams (4) under direction of Coordinator	Solicit Business, Education, Workforce, Parents, CBO's, Students through newsletters, surveys, focus groups. Create Ad-Hoc Council. Recruit and train volunteers and workers. Link participating students/youth to the Resource Teams/Ad-Hoc council.	Design Team (Parent Involvement), Recruit parents and students to specific resource teams and include them in training delivery	Ongoing, but begins 2014	Resource Team rosters, Student/Parent rosters, meeting rosters, reports from Resource Teams, Business/Agency (CBO), agency rosters
Assess Workforce Needs	Governing Body, Design Teams, Resource Teams, Data Evaluation Consultant	Focus groups, Formal surveys, Use of Current Data Sources and Studies, Data Collection, Aggregation, In-depth assessment, Strengths inventory for each pilot site	Consultation with Evaluator, Design Team Reporting, Determine gaps in services	Ongoing, but begins in May	Copies of surveys, Data Collection System reports, Project Calendar
Refine Goals, Objectives, Outcomes and Indicators	Governing Body and Collaboration with facilitation from Coordinator	Review Planning and Operational Goals, Present Team Reports, Consensus Building, Operational Outline developed, Mapping of needs and resources, Prioritization of outcomes.	Assessments, Design Team (data collection and assessment), Comparative analysis	May, June 2014	Operational grant narrative, Reports from Design Teams and Resource Teams, Project Calendar
Evaluate Results and Make Operational Decisions	Collaborative Membership, Education Leadership, Coordinator	Final assessment of collected data, Outcomes matched with established indicators, Design Program Components, Prepare and Write Operational Grant.	Consultation with Governing Body. Divide Operational application tasks. Decision Making and trouble shooting.	June, May 2014	Operational Grant Pre-Read, Meeting Minutes, Budget, Governing Body Roster and Framework

