

TAKE SHAPE

Step One: FORM

Potential partners should understand the key role local coalitions play in the work of community health and development. Specifically, local leaders should be able to determine potential membership, facilitate a shared vision, define the agenda, anticipate needed resources and begin the process of creating a formal structure for the effort.

Materials:

1. Big Tent Stakeholder Wheel
2. Example: Local Action Planning Team Worksheet (Mass. Success4Life)
3. Partnership Characteristics and Functions
4. Community Catalyst / Backbone Support Diagnostic

Step Two: CONNECT

An effective community partnership infrastructure connects multiple levels of leadership from top-level to frontline, including policy makers, professionals, community members, families and young people. This helps to ensure that those that need to deliver on the strategies are informing and invested in the goals and solutions from the outset. Collective impact efforts should build on and intentionally link to the work of existing coalitions, networks and task forces.

Materials:

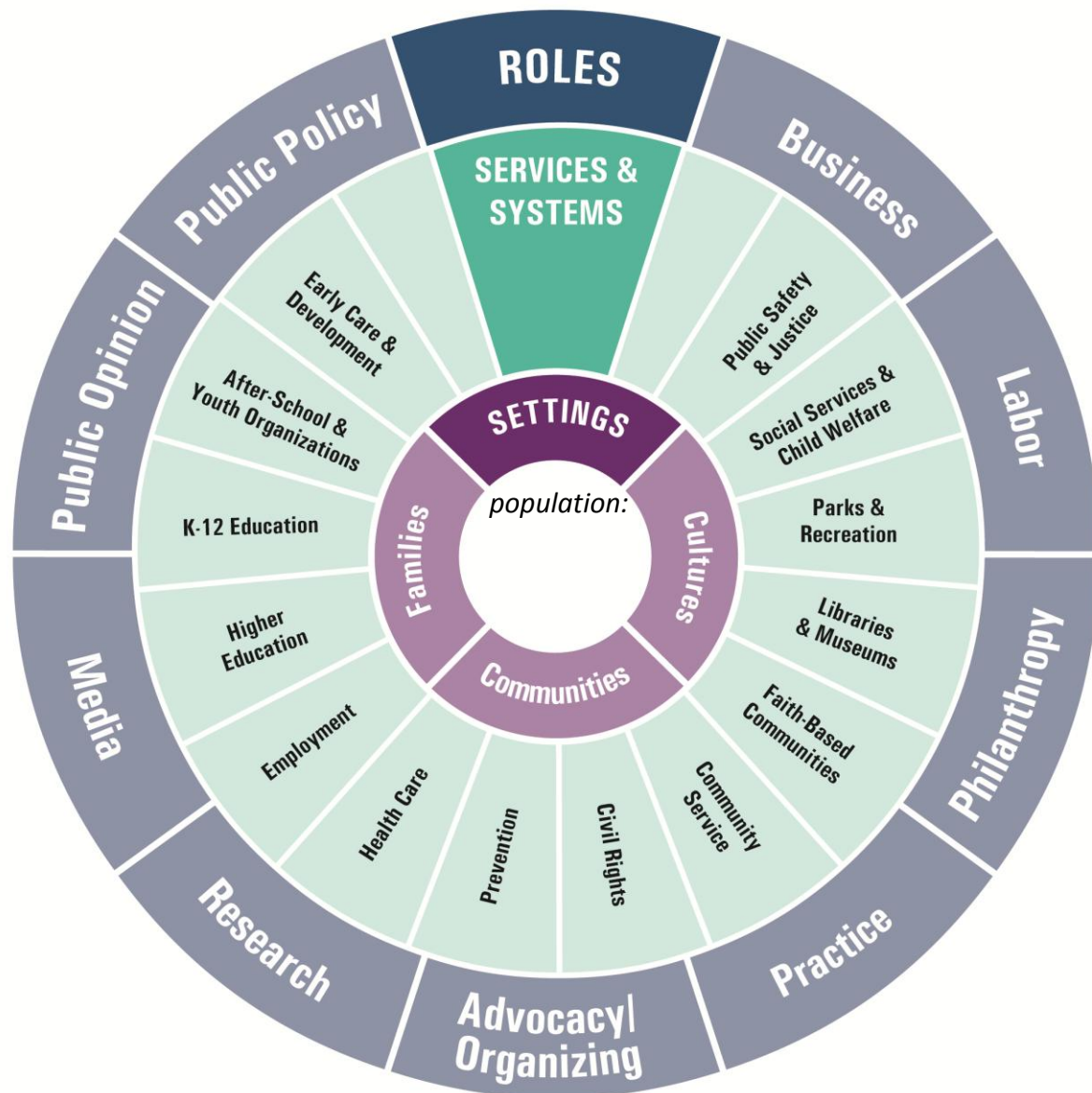
1. Mapping Coalitions, Networks and Other “Moving Trains”
2. Example: Atlanta Structure



FORM: Big Tent Stakeholders Wheel

INSTRUCTIONS

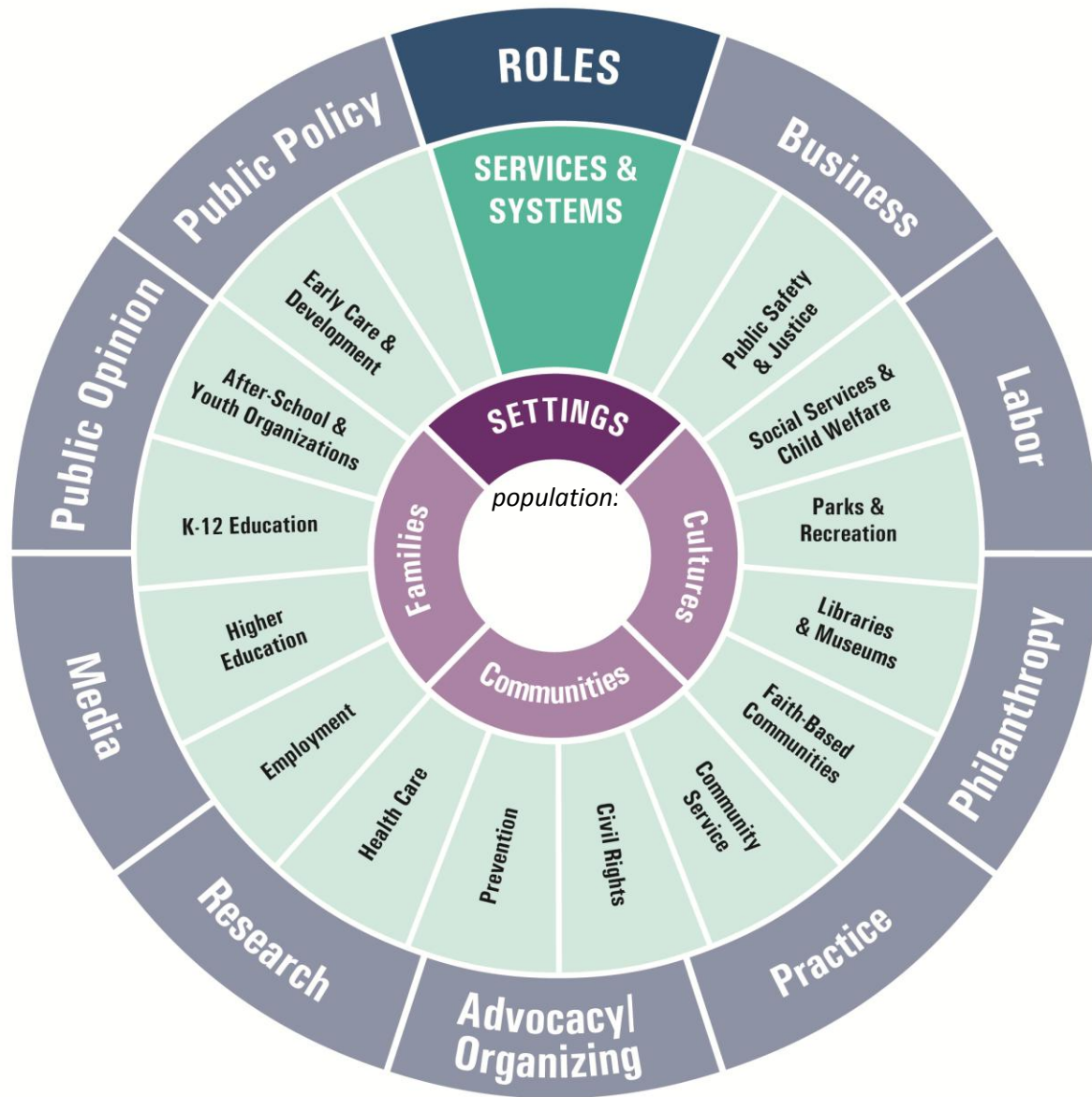
1. **Focus population.** In the middle of the wheel, write your population focus.
2. **Where are you?** Place RED DOTS ● in the sections that represent your work as it relates to your population of focus. (If needed, write in additional Services and Systems in the blanks provided.)
3. **Where are your partners?** Next, place BLUE DOTS ● in the areas that represent your partners.
4. Introduce yourself and your work to the group using the stakeholder wheel.



OPTIONAL: Looking across all the wheels at your table, if you were a community group, where would you have particular strengths? gaps?

ENGAGE: Big Tent Stakeholders Wheel

In your discussions with partners and teams, mark this wheel by hand. Use the flip side of this sheet for more detailed mapping.



MAKE YOUR OWN KEY		Example
Top Level Managers		●
Mid-Level Managers		■
Front Line Workers		▲
Community, Parents and Youth		◆

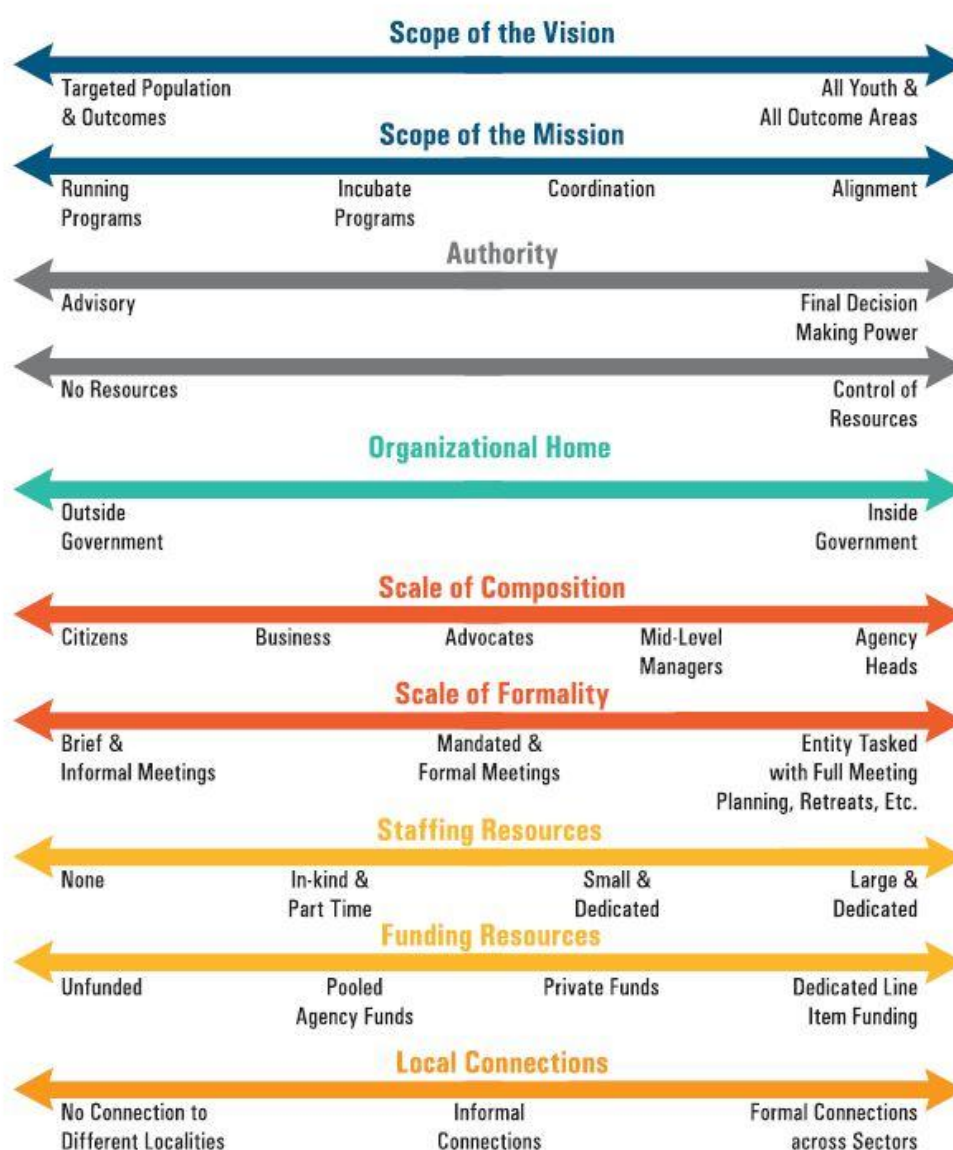
The Forum for Youth Investment

[illegible]

FORM: Partnership Characteristics & Functions

Guiding Questions to Optimize Functional Decisions Given Practical Constraints

Partnerships or Coalitions often begin with some givens (e.g. scope of mission and vision). Optimizing the remaining decisions to ensure a balance between capacity and charge is critical to start up and success. Existing partnerships can usefully be described and compared to the goals to determine best fit.



FORM: Community Catalysts / Backbone Support Organizations

Communities can often have more than one group that is taking on aspects of an overarching leadership and coordination role. Below are several attributes to consider when determining which organization(s) are the strongest candidates for playing these roles.

Directions: At the tops of the columns, list the major entities currently playing key roles in your community. Rate their capacity in each of the dimensions below on a scale of 1 (low) to 5 (high). Discuss implications and options for structuring the work.

To ensure that there is a Coordinating/Leadership Group that...		1	2	3	4	5	6	7
1 (low) to 5 (high) →		1 - 5	1 - 5	1 - 5	1 - 5	1 - 5	1 - 5	1 - 5
Goals	Has a broad scope in terms of goals (across ages, populations, outcomes, approaches).							
Alignment	Is intentionally connecting and aligning work under a coherent big picture agenda. Processes or structures in place to resolve competing priorities, resource levels, etc.							
Geography	Has intentional connections and coverage across levels – neighborhoods, city/county, local/state.							
Staffing	Has staff skilled in big picture analysis, stakeholder engagement & servant leadership and is adequately staffed to play designated functions.							
Structures & Connections	Connects across sectors, systems, levels. Has intentional linkages to related coalitions, provider networks, partnerships.							
Functions & Roles	Delivers on a range of functions/roles including: strategic planning, data analysis, data-driven decision making, coordination, convening, resource advocacy, communications. (See also Kania/ Kramer)							
Authority / Mandate	formal Has authority by virtue of who is involved (e.g., top-level decision-makers, cross-sector).							
	informal Credibility based on buy-in and engagement from all levels including frontline, community members, family, youth.							
Account-ability	Has a clear focus on accountability, with a primary purpose being the focus on coordination of data and information for ongoing decision making.							
TOTAL								

