

# Chapter 3

**Local Governance:  
The Process and the Partnership**

## Community Decisionmaking

### Some Questions to Answer

Why does local governance have the potential of improving results?

What characteristics define local governance?

## Glossary

**Local governance** — A decisionmaking process whereby the community takes responsibility for developing and implementing strategies to improve results for children, families and communities.

**Local Governance Partnership** — A decisionmaking partnership between the state, private-sector, local government, and community leaders and residents to carry out the process of local governance.

**Results or outcomes** — Conditions of well being for children, families, and communities to be achieved through strategies of local governance. Building healthy communities requires changes on multiple fronts and in ways that can only be accomplished at the community level by the individuals who live and work there. Local governance recognizes the limitations of the current system and yet, in spite of the limitations, builds processes and mechanisms to improve results for children, families, and communities. Local governance combines the strength and resources of government and the existing human services system with the will of the people to do together what they could not do apart.

### Two Considerations...

**Consideration #1** Consider changing the current categorical human services delivery system and the government entities that support its existence. Where would you begin? How long would it take? Can improved results for children, families, and communities wait that long?

**Consideration #2** Consider using the process of local governance to share decisionmaking and accountability with those in the existing system by creating an entity, an LGP, *within* the system to assume this purpose.

# What is local governance?

## Glossary

**Formal resources** — Services and supports that traditionally serve children, families, and communities, such as public agencies.

- Local governance is a decisionmaking process. Local governance is a decisionmaking process whereby the community takes responsibility for developing and implementing strategies to achieve better results for children, families, and communities. The ultimate goal is to have better decisions—ones that contribute to improving results for children, families, and communities.
- Local governance is first and foremost a partnership. Local governance is a partnership that brings together state government, private sector, local government, elected officials, and community members (parents, teachers, business representatives and regular citizens).
- Local governance uses the community's strengths. Local governance capitalizes on the community's strengths, including its formal resources and informal supports. It mobilizes existing resources to improve the quality of life in the community.
- Local governance promotes change. Local governance is a vehicle that allows the community to change in spite of the categorical human services system. It allows for the development of local solutions that are more comprehensive, preventive, and effective in helping children, families, and communities to prosper.
- Local governance is concerned with delivering hope. All families and communities want children to grow up safe, healthy, and well-educated. Families and communities want to prepare their children for a productive adulthood. Local governance represents a new and intense community commitment to achieve these ends collaboratively.

# Why local governance?

## Local Governance: The Process

### Glossary

**Data** — Information, especially that organized for analysis or used as a basis for a decision.

**Stakeholders** — Those who have a vested interest or “stake” in improving results, such as parents, neighborhood residents, local businesses, elected officials, local and state agencies, and private sector organizations.

#### Local governance...

- Focuses on the community’s health and well being.

Local governance is not another layer of bureaucracy but a focus on the community’s quality of life and needs. It is ongoing, consistent, and nurturing.

- Brings together all who have a stake in the well being of children, families, and communities to channel resources and information to that end. Local governance creates an integrated system in which schools, social services, health systems, and community resources can be linked together to coordinate and improve service and system outcomes.
- Supports better decisions.
- Decisionmaking becomes a more inclusive process based on integrated real-life data in a given community. The aim of local governance is not for decisions to be made by different people but to have better decisions. Ultimately, it is about making better and smarter decisions locally to improve results.
- Creates sustained responsibility. Adopting a local governance process establishes a sustained focus to achieve a clearly defined set of results. It is not a time-limited project but a consistent mechanism to design and implement strategies. It maintains this focus by involving many stakeholders at all levels with decisionmaking and accountability.

# What is a Local Governance Partnership?

## Local Governance: The Partnership

### Some Questions to Answer

Why is an LGP essential to managing the process of local governance?

How does an LGP fit with existing structures?

What characteristics define an LGP?

What is the work of an LGP?

What does an LGP need to succeed?

What are challenges to its success?

A Local Governance Partnership (LGP) is the entity that carries out the process of local governance. It is a partnership among community organizations, businesses, residents, and elected officials and a partnership between the community and the state government. All the activities of the partnership are targeted toward achieving agreed upon results.

An LGP is not satisfied with simply sponsoring a neighborhood health clinic or installing a new after-school program. An LGP is rarely identified as hosting single discrete projects. Instead, an LGP sees these services as part of an overall strategy to address the combination of social, health, and economic issues that affect families.

The capacity to carry out LGP functions varies among partnerships. However, some essential functions define the work of an LGP:

- Identifying community strengths and needs,
- Setting results and indicators,
- Gathering data and developing benchmarks,
- Developing an integrated mix of strategies,
- Designing strategies for financing,
- Supporting new ways of working, and
- Monitoring and evaluating progress toward improving results.

# Has this been tried before?

## What did we learn from the Model Cities Program?

Model Cities was a program established by the federal government in 1966 to demonstrate that “*the environment and general welfare of people living in slum and blighted neighborhoods could be improved through a comprehensive, coordinated federal, state, and local effort.*”

The Model Cities Program involved about 150 cities, each receiving between \$20-40 million dollars to address social, economic, and physical problems in high-poverty neighborhoods. In general, the benefits that resulted are thought to be minimal in relation to the resources spent.

The Model Cities Program was similar to LGPs because it was neighborhood-based; however, there are a number of limitations that differ from local governance:

- Model Cities was never designed to allow residents to govern policy. Advisory boards were established but did not govern policy.
- Model Cities was never intended to reform service systems but rather to fill gaps in existing services. It met service needs by providing more of what already existed rather than by encouraging innovations to meet specific and unique community needs.
- Government agencies established and implemented plans with federal funding. Funds were not used to leverage other funding or increase the scope of the project.
- Evaluations to measure progress in accomplishing specific objectives were limited or non-existent. Cities had trouble developing indicator data and finding qualified evaluators.

## **Why is an LGP essential to managing the process of local governance?**

- Achieving results requires many stakeholders who are willing to work together and share information from diverse perspectives.
- Multiple partners need a forum in which to work. Few communities have an entity or process that brings together all the necessary partners. Therefore, most communities create a new entity or expand an existing community group.
- Achieving results requires efforts to be sustained over a long period of time. It takes years to affect results. Improving a community's quality of life will take new and different strategies at different times. Therefore, the processes needed to assess progress continually, refine strategies, and keep focused on desired results should be solidly in place.
- Few current entities have as their goal improved results for all children, families, and communities. While many collaboratives exist, most have goals related to a single focus, problem, or target population. These collaboratives are important to local governance; but, on their own, they do not have the scope for the broader mission that is at the heart of local governance.
- A new entity is usually needed in order to create a level playing field among all partners.
- Most current collaboratives were started by a strong sector of the community, such as private service providers or public agencies. This collaborative could be expanded to become an LGP. However, old groups may find it difficult to assume a new role of governing if their original focus was a former purpose.

## **Advantages of an LGP**

- An LGP is the community's focal point in bringing together issues, resources, information, and solutions across the multitude of agencies, advocates, and residents who have a stake in better results.

An LGP is an attraction for governors and state agencies that realize state-level attempts to change the system have always fallen short. Such change is usually accomplished more effectively at the community level by the people who live and work there.

- An LGP can pull together pertinent information across all agencies and sectors that have an impact on results. Even at the earliest stages of an LGP, community members can survey a full array of public entities to analyze how their community is doing. They can survey the community residents on the resources and supports that exist in specific neighborhoods, assess the critical ones, and convene community members to help develop essential resources and supports to fill the gaps. With information from public agencies, the private sector, informal supports, and families, residents can build a profile of their community's strengths and needs. Government cannot do this alone. In this way, citizens help neighborhood residents and themselves establish the standards for their own quality of life.

- An LGP can bring people together to develop a common plan of action.

An LGP is an entity that can "set the table" for stakeholders to present their perspectives, offer their resources, ask for assistance, and negotiate a common plan. An LGP is the initiator for building trust, and strong relationships are critical to long-term change. Trust and legitimacy are key to ensuring that each stakeholder stays at the table.

- An LGP can become the coordinating entity with responsibility for getting public and private agencies and informal supports to work together. It is the mediator, convener, problemsolver, information sharer, catalyst, and mentor.

A common point of coordination is critical for successfully implementing a common plan of action. An LGP can ensure that the agreements are understood and implemented by the multiple service providers.

An LGP can create financing plans that respond to a more effective use of resources and identify resources that respond to priority needs. Equipped with better data, an LGP can approach government leaders about better funding and resources for the community.

An LGP may also be responsible for finding ways to enable the various partners to work together more effectively through training, team building, revision of policies, and removal of barriers to services.

- An LGP can become a catalyst for reshaping the community service system and supports.

A new way of working together will emerge when community members and agencies share in decisionmaking and planning. Greater understanding emerges about how each element works within the “big picture.” Decisions can be made to better allocate resources. A greater value and intentional strengthening of existing informal supports can also occur.

Evaluation across the span of resources can provide an ongoing feedback loop with information to make increasingly better decisions. The common plan and joint accountability allows for less effective activities to be changed, reconfigured, or replaced without blaming or diminishing the “hosts” of those activities.

## How does an LGP fit into existing structures?

An LGP brings together state government, the private sector, local government, and community partners to take responsibility for developing and implementing agreed upon strategies targeted to improving results for children, families, and communities.

An LGP is the vertical bridge between state government, private sector partners, and the community. It is also the horizontal bridge among local government, community partners, and other community collaboratives that are interested in child and family issues.

Refer to the chart on the next page.

■ **State Collaborative** — Membership includes state government and state agencies. They establish a statewide agenda around a set of results. They agree to partner with a community, giving it increased flexibility in exchange for the community's taking greater responsibility for results.

■ **Children and Family Collaboratives** — Membership includes representatives from all community interests on behalf of several neighborhoods. The LGP acts as a “broker” between state agencies and individual neighborhoods to improve results for children and families.

■ **Neighborhood Council** — Membership represents a single neighborhood and might include civic groups, cultural groups, faith-communities, PTAs, and neighborhood residents. It is typically formed to engage residents in decisions about a neighborhood-based initiative.

# **Alignment of State, Local, and Neighborhood Decisionmaking**

## **Local Collaboratives' Evolving Responsibilities**

Center for the Study of Social Policy :: Building Capacity for Local Decisionmaking

Learning Guide 1 :: Theory and Purpose of Local Decisionmaking

**Chapter 3:** Local Governance: The Process and the Partnership Page 38

# **What characteristics define an LGP?**

## **A Focus on Results**

Results are the organizing principle for an LGP. Its decisions and actions are based on desired results. In the long run, its success is judged on whether conditions improve for children, families, and communities.

## **Inclusion, Diversity, and Outreach**

The heart of an LGP is a more inclusive process for making decisions. As many individuals, organizations, and perspectives as possible contribute to the work and decisions of an LGP. Families and community residents are explicitly engaged as active and equal voices.

## **Manageability, Scale, and the Right Geographic Scope**

An LGP's scope covers a large geographic area, and, therefore, is recognized by community-wide institutions. Yet, at the same time, an LGP is manageable enough to respond to residents' needs.

## **Comprehensive Strategies Involving Informal Supports**

An LGP's intent is to develop and implement comprehensive strategies that encompass multiple services and systems and that involve informal supports and natural helping systems as well as formal service providers.

## **Influence Over Resources**

Influencing the allocation of resources across systems is necessary to improve results for children, families, and communities. An LGP has to influence how funding is spent and how staff are deployed.

## **Legitimacy and Credibility**

To adequately represent residents, communities, and state and local governments, an LGP needs legitimacy and credibility. Legitimacy comes with formal recognition by key constituents; credibility is earned from the community.

## **High-Level Commitment**

A high-level commitment from state government is necessary to have real authority and respond to communities, which local governance implies. High-level commitment is needed to address bureaucracy and to support new service delivery options. Transferring decisionmaking authority to the local level requires strong public support.

*Let's take a closer look at each of these defining characteristics*

# **A Focus on Results**

## **HOW-TO**

All partners agree upon results.

Results are translated into a comprehensive plan of resource and funding strategies.

Ways to measure progress toward results are devised. Measuring short-term and interim progress builds credibility and momentum.

A relentless focus on results is the hallmark of an effectively working LGP. In the long run, the actions of an LGP are judged by one criterion: did the strategies translate into better conditions for children, families, and communities?

Results should apply to all children and families in a community, not just to subgroups, such as children living in poverty or children with special needs. An LGP has a public interest in all residents within its jurisdiction; however, this equity does not preclude focusing on priority areas.

Results should be stated in terms of well being for children and families, not the process by which agencies serve families. The focus should be the extent to which parents are working and children are achieving educational objectives, rather than on the number of visits social workers make to their client families.

## **Georgia's Five Result Areas**

- Healthy Children
- Children Succeeding in School
- Self-sufficient Families
- Children Ready for School
- Strong Families

## **Missouri's Core Results**

- Parents Working
- Children Safe in their Homes; Families Safe in their Communities
- Young Children Ready to Enter School
- Children and Families that are Healthy
- Youth Ready to Enter the Workforce and Become Productive Citizens
- Children Succeeding in School

## **Vermont's Outcomes**

- Families, Youth, and Individuals are Engaged in and Contribute to their Community's Decisions and Activities
- Pregnant Women and Young Children Thrive
- Children are Ready for School
- Children Succeed in School
- Children Live in Stable, Supported Families
- Youth Choose Healthy Behaviors
- Youth Successfully Transition to Adulthood
- Families and Individuals Live in Safe and Supportive Communities
- Elders and People with Disabilities Live with Dignity and Independence in Settings They Prefer

# **ALERT!**

**When tracking and analyzing results, refrain from assigning blame.**

**Instead...**

Incorporate a new way of thinking.

Make mid-course corrections about perceived mistakes. This fundamental benefit of a results-based strategy is more concerned with making progress than counting outputs.

Focus efforts on finding better solutions and making better decisions. Careful planning, data, and routine reviews are the hallmarks of a results-based focus.

## **Why is it critical to focus on results?**

- Results give an LGP a concrete purpose and allow it to be held accountable for specific results.
- The visible commitment to results sends a powerful message to the community that this is *not* “business as usual.”
- Results become the organizing principle for an LGP to focus on the needs of children and families and to think more creatively about solutions and strategies across communities and neighborhoods without the constraints of the categorical system.
- Agreed upon results provide common ground and a shared sense of purpose for professionals from multiple disciplines and for residents from all walks of life. With explicitly defined goals, individuals from different backgrounds and perspectives can work together.
- Information about progress toward results allows an LGP to judge the effectiveness of its efforts, including identifying investments that may not contribute to improved results and deciding whether existing resources are adequate to achieve desired goals.
- Communities respond to results that are framed in ways that resonate with people’s lives.

## **ALERT!**

### **Individuals will be bringing their past experiences to the table.**

Individuals and organizations that make their living serving children and families may have deep cynicism about an LGP succeeding. Why would an LGP succeed when other efforts have failed?

Many may show resistance based on fear and misunderstandings about being accountable for results and sharing power.

Community members may wonder if a partnership is worth their time.

The traditionally disenfranchised may not feel that they have a role to play in any decisionmaking process.

## **Inclusion, Diversity, and Outreach**

An effective LGP engages as many individuals, organizations, and perspectives as possible. It seeks out multiple voices in the community—those that are often heard as well as those that are often not heard.

Strong partnerships engage all citizens, family members and residents—consumers and non-consumers of services. They build relationships with the professional community, both small businesses and large institutions. When business leaders, local politicians, and the social elite participate, they bring additional legitimacy to the process.

Initially, the goal is to build relationships and trust. Ultimately, this broad representation is to make good decisions about community priorities and strategies.

An LGP should represent multiple points of view so that decisions reflect the best experience and expertise available. Partnership decisions should try to reconcile the complex and sometimes competing demands of citizens with those of state, city, and county government.

## Recommendations for Building Inclusion

- Don't overstate your purpose or overemphasize your power. Educate the community about an LGP's short- and long-term goals, how you plan to proceed, and how they can be involved.
- Embrace your skeptics, listen to their fears, and balance their perspectives with contrasting views.
- Keep your word and don't make promises you can't deliver.
- Seek out voices from groups that are rarely welcome in political forums, such as gang members, school dropouts, and the persistently unemployed.
- Recognize the contributions and experience of existing community groups that share your concerns and interests in improving results.
- Convene community meetings and focus groups in neighborhoods regularly and take action, as soon as possible, on the issues raised by participants.
- Engage the media as a partner and publicize all meetings. Make all feel clearly welcome.

# Manageability, Scale, and the Right Geographic Scope

## HOW-TO

No hard and fast rule exists for carving out an LGP's geographic area.

In some cases, the size of an LGP's geographic scope may be pre-determined, for example, in statute, or statewide guidelines.

In large metropolitan counties, like Los Angeles, several dozen LGPs may be needed to cover a number of neighborhoods and maintain close ties with residents.

In smaller and mid-sized cities of 100,000 people or less, one LGP may suffice.

Ideally, an LGP must cover a large enough geographic area to command attention from community-wide institutions, yet their jurisdictions should be manageable enough so that they can respond to community residents' needs. The jurisdiction should be larger than a single neighborhood, but contained enough so that the partnership can actually influence how resources are allocated and services and supports delivered.

LGP's are challenged by the need to achieve a critical mass for improving community-wide results while also sustaining the ability to connect and respond to residents within the jurisdiction. It's important that an LGP define the right size and scope (at least initially) that's manageable and allows for meaningful engagement of citizens, the ability to take action, and delivery of improved results.

To have influence among larger service systems within a city, county, or state, LGPs need to span at least several neighborhoods. Most of the commodities that residents of poor neighborhoods need are not confined to the boundaries of their area. Jobs, affordable childcare, access to health care, transportation, schools, and other resources typically lie outside the neighborhood. No matter how much residents feel a sense of identity with their neighborhood, they are inextricably tied to the larger community in which they live—the city, county, region, state, nation, and, increasingly, the international scene.

## **ALERT!**

**Ensure a wide geographic scope so that an LGP can wield influence for a substantial portion of the community.**

In some cities, neighborhood councils representing single neighborhoods are called governance partnerships. These groups are typically formed to launch a neighborhood-based initiative and indeed “govern” that initiative. They make decisions about the structure and use of funds for that project. However, they generally cannot influence the larger service systems in their community.

To convince state, city, and county agencies as well as private-sector organizations about changing the way they deliver services, a governance partnership must have a wide enough geographic scope to influence and affect a substantial portion of a community.

### **Keep in Mind...**

LGPs usually adopt a neighborhood focus to address their community agenda.

## Comprehensive Strategies Involving Informal Supports

By developing comprehensive strategies that encompass multiple services and systems, an LGP cuts across multiple disciplines. Realworld problems do not fit into discrete service categories. Therefore, strategies to address these problems cannot be effective if they are single focused.

Informal resources and the natural helping system are critical components of a comprehensive mix of strategies.

Because an LGP fundamentally wants conditions in communities and neighborhoods to change, an LGP should be able to understand and engage a broad range of informal resources: the natural helping system and social supports, such as families and neighbors; faith groups, such as churches, mosques, and synagogues; and organizations, such as recreation, childcare, community, and civic organizations. These individuals and organizations—to which families naturally turn in times of need—are obvious resources that need to be brought together to help achieve the community's desired results. Only by drawing these partners into the community agenda can an LGP expect to ensure that the opportunities, supports, and services are available and accessible.

# PROFILE

## Natural Helping Networks: Savannah, Georgia

Desired Results: Keep students in school, avoid teenage pregnancies, and encourage students to go to college or a job after high school.

An LGP in Savannah, Georgia, created neighborhood resource centers using both formal and informal service providers. Formal institutions, such as schools, health clinics, and employment centers, along with a neighborhood council of residents and informal caregivers, are responsible for the operation of the neighborhood resource center.

In a given Neighborhood Resource Center, one might find residents mentoring students, church members visiting the homes of young mothers, community recreation providers sponsoring college information fairs, and so on. Staff are especially trained to work with youth and their families and to connect them with other reliable sources of support, including extended family members, friends, and neighbors.

# Influence Over Resources

## TIP

Have an explicit plan giving an LGP authority from the beginning of its existence.

Otherwise, an LGP tends to end up with little influence over resources.

Over the long haul, unless an LGP can affect how funding is spent and resources are allocated, it is less likely to improve results for children, families, and communities.

Possible ways of influencing resources:

- Direct control over funding and resources formally controlled by public-sector agencies. Funding flows through LGPs to relevant agencies and organizations in order to ensure that programs and activities are directed toward desired results. An LGP has direct decisionmaking authority.
- Influence over funding and resource allocation.

An LGP does not have to control resources; however, it should influence decisions about how resources are used. An LGP influences the use of resources by the priorities it sets and the plans it develops.

# PROFILE

## Influencing Resources in Georgia

Georgia's Family Connection partnerships exert significant influence over funding allocation through their planning process. Each Family Connection partnership is required to develop a five-year strategic plan describing how it will address five core results identified by the state. The five-year plan:

- Identifies the community's priority issues,
- Selects effective strategies for addressing these issues, and
- Sets benchmarks to measure progress toward results.

Most of the resources needed to implement the strategic plan are held by interagency partners, which are outside the direct control of Family Connection partnerships. Each Family Connection partnership develops an annual operating plan, which outlines activities and funding sources, and submits that plan to the interagency partners for approval. While the partnership does not have direct control over funds, it has great influence over how the funds are used in the community.

The credibility of this planning process led to direct control over *additional* funding. As confidence in the partnerships grew, the state and local governments made additional investments from federal, state, and local funds. Cobb County government, for example, provided an additional \$1 million in local revenues to support the Cobb County partnership's plan in each of the last two years.

# Legitimacy and Credibility

■ Legitimacy is the formal recognition of an LGP as responsible for monitoring and achieving desired results. Legitimacy is typically given by the government that is partnering with the community. When legitimacy is granted, the government publicly declares that it has adopted local governance as a way to improve results for children, families, and communities.

Often, this declaration is made in state or local legislation or through a state, local, or executive order, which formally recognizes an LGP's role and responsibilities.

■ Credibility is earned trust, recognized by the community. Public and private agencies and the public at large recognize that an LGP is consistently operating on their behalf, making progress toward improving results. The community witnesses the difference in conditions.

Without gaining the community's confidence, much of the formal authority means little. With credibility, an LGP can accomplish a great deal even without formally delegated power.

Legitimacy and credibility are achieved over time. The leadership of an LGP is critical to both legitimacy and credibility. Having the "right leadership" can establish legitimacy early. Demonstration of ongoing leadership by an LGP can earn the community's trust and credibility. Legitimacy and credibility translate directly into greater influence.

## High-Level Commitment

An LGP often needs high-level commitment from the governor's office, cabinet agencies, the legislature, and local government. These institutions and agencies must be willing to:

- Confront the limitations of the categorical human services system and support new ways of operating.
- Transfer to the local level some decisionmaking authority that is related to a set of results and an explicit, community agenda. (Merely funding a couple of pilot projects is not enough.)

State and county agencies need to consider changing day-to-day operations, including procurement systems, personnel and merit policies, and regulatory systems. Change in operations must be visible at the state level so that they can be replicated at a local level statewide.

*These characteristics define an LGP. But what exactly does an LGP do?  
What are its functions? →*

## What is the work of an LGP?

Function	Description
<b>Identify Community Strengths and Needs</b>	<ul style="list-style-type: none"> <li>▪ Analyze community-wide and neighborhood specific problems and resources.</li> <li>▪ Cast a broad net. Identify causes and conditions that lead to poor outcomes.</li> <li>▪ Identify potential resources that can remedy problems and strengthen the community.</li> <li>▪ Round out the picture. Gather data from local and state government about the community, geographic areas, and specific age groups.</li> <li>▪ Seek new information from associations, private agencies, and individuals.</li> <li>▪ Look for trends and comparisons. How are the communities doing over time and what is the interrelationship to other areas with similar demographics?</li> </ul>
<b>Set Results and Indicators</b>	<ul style="list-style-type: none"> <li>▪ Establish results and indicators that stakeholders agree upon.</li> <li>▪ Use the results and indicators to guide actions.</li> <li>▪ Use the results and indicators as a foundation for accountability.</li> </ul>
<b>Develop Strategies</b>	<ul style="list-style-type: none"> <li>▪ Work to understand social services – education, mental health, etc., and other aspects of community life. Work to understand existing programs, activities, and resources. Work to understand promising practices.</li> <li>▪ Translate this understanding into strategies that are calculated to have a positive impact on priority areas and results agreed to by the community.</li> <li>▪ Develop strategies that encompass multiple services and systems involving formal and informal resources.</li> <li>▪ Develop strategies across an entire community.</li> <li>▪ View services as part of an overall strategy to address a combination of social, health, and economic issues that affect families.</li> </ul>

<b>Function</b>	<b>Description</b>
<b>Design Financing Strategies</b>	<ul style="list-style-type: none"> <li>▪ Evaluate both public and private resources and recommend changes, additions, and other reallocations.</li> <li>▪ Develop an understanding of the full range of current resources and how they are currently used.</li> <li>▪ Coordinate, combine, or redirect public and private resources to implement the strategies.</li> <li>▪ Realign or influence the realignment of current resource allocations (human, material, and financial) to implement the strategies.</li> </ul>
<b>Support New Ways of Working</b>	<ul style="list-style-type: none"> <li>▪ Ensure availability of the professional development and support that is needed by frontline workers.</li> <li>▪ Facilitate rethinking of personnel policies, workload standards, and standards of effective practice.</li> <li>▪ Support training and professional development for staff working across systems. Include developing a common perspective about helping families, knowledge of each other's resources, and an agreement on a core set of skills to be used across systems.</li> </ul>
<b>Monitor and Evaluate Progress</b>	<ul style="list-style-type: none"> <li>▪ Develop a data collection system.</li> <li>▪ Develop interim measures to continually assess progress toward specific results.</li> <li>▪ Maintain standards of accountability for all children and families and for human services systems to accomplish results.</li> <li>▪ Monitor results.</li> </ul>

## What does an LGP need to succeed?

- Political muscle
- Authority
- Legitimacy
- Credibility
- Influence

An LGP must have a leadership role. It must have enough political muscle to leverage attention to local problems, encourage existing institutions to change so that they are more responsive to local needs, and influence how money is spent and how services are organized and delivered.

The actions it takes should be recognized by government agencies at state and local levels, by state and local government as a component of *their* strategies for improving results, and by community leaders and neighborhood residents as a voice that influences key decisions.

Key constituents should formally recognize that an LGP is acting on their behalf. Agreements should be negotiated to define roles, responsibilities, and expectations of all partners.

## What are the challenges to success?

- NOT focusing on the real work (i.e., improving results), but instead spending too much time creating and recreating an organizational structure.
- NOT following established mission statements and operating principles or NOT agreeing upon principles and parameters for carrying out the work, which would provide consistency for everyone involved.
- NOT achieving the ability to influence the distribution or redistribution of resources, which would impact results.
- NOT having comprehensive data from state, local, and community sources, which would reflect the real-life circumstances that impact the community.
- NOT reaching out to individuals and groups who have traditionally been excluded from decisionmaking or NOT overcoming their skepticism about new ideas or their suspicion about the invitation to participate.

*The next chapter addresses forming a Local Governance Partnership— discussions and decisions that have to be made about involving partners, legal standing, and the organizational and operational structure.*