

Community Collaborative Assessment – A Diagnostic of Success Readiness

It looks like the countdown has begun. You have identified your community's most pressing issue, gathered a group eager to attack it, and now you are all ready to go. Or are you? This assessment will help you know whether your community fully understands the requirements and implications of forming a collaborative – *before* you start down a long and hard road.

Indeed, the essential purpose of this assessment is to improve the likelihood of creating significant impact against social problems that by definition have long been intractable. Though no community is ever completely ready to take on large-scale change, this checklist will assist you in identifying areas where you may need to do extra work, or just think some more. Ideally suited for organizations less than three years old, this assessment should nevertheless assist any collaborative that: 1) has just begun planning, or is in the early stages of rolling out its operations; 2) may be facing some challenges; or 3) is willing to revisit basic principles to ensure that it is maximizing its chances for success.

Who should use this assessment?

This readiness aid is for collaboratives that say “yes” to the following questions:

- Do we aim to effect “**needle-moving**” change (i.e., 10% or more) on a community-wide metric?
- Do we believe that a **long-term investment** (i.e., three to five-plus years) by stakeholders is necessary to achieve success?
- Do we believe that **cross-sector engagement** is essential for community-wide change?
- Are we committed to **using measurable data** to set the agenda and improve over time?
- Are we committed to **having community members as partners and producers** of impact?

For more information on any of these five components, please refer to the <Framework for Community Collaborative Introduction - Core Principles>.

How does it work?

This assessment contains two parts.

Part A: Develop the Idea < Building or Improving a Community Collaborative - Develop the Idea > will help you start out (or get refocused) by having you review your community's past experience with collaboratives, and by getting you to determine whether your answers to the questions above are truly affirmative. To do this, Part A poses a pair of critical questions:

- *Section 1:* How will our community's history with collaboratives influence our new collaborative work?
- *Section 2:* Do we have the core principles in place for a successful collaboration?

Part B: Plan & Align Resources < Building or Improving a Community Collaborative – Plan > and < Building or Improving a Community Collaborative – Align Resources > will support your collaboration's work after it has started. It helps you gauge how well you align with some common characteristics of successful collaborations. Again, this self-rating exercise entails answering two key questions:

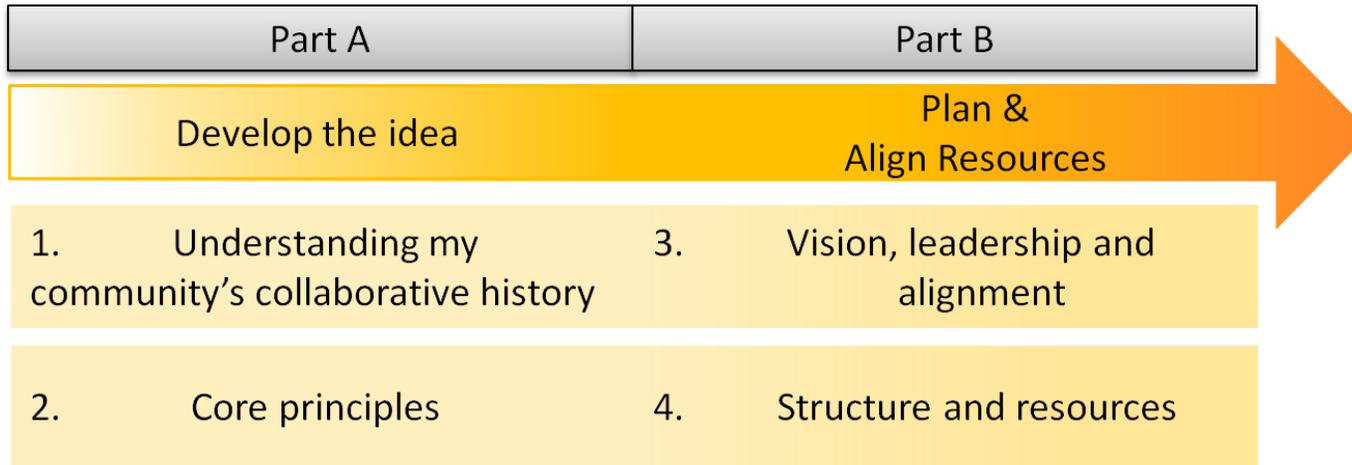
- *Section 3:* How well aligned and organized is our community?
- *Section 4:* Do we have the capacity and resources in place to be successful?

Though based on a continuum, both parts should be useful to virtually any collaborative, regardless of how long in operation.

Here's how the assessment works: Each section leads users through a series of key topics that are linked to statements. These statements reveal variations in readiness. Based on the selection of which statement you identify with, you will receive a score. That score, in turn, will give you a sense of your strengths and weaknesses on each topic. More than simply revealing areas of need, though, the assessment also provides related links to the Building or Improving a

Community Collaborative document, which offers guidance, checklists, case studies, best practices, resources and effective tools that can help you improve in each area and stage of development. Please refer to <[Building or Improving a Community Collaborative](#)> for this information.

The figure below illustrates the breakdown of this Assessment:



We have discovered that successful collaboratives share common characteristics. Yet, varying widely in approach and design, each is unique. This assessment acknowledges those differences while raising universal questions about how much forethought your team has put into mapping your collaborative's future. Here are some preliminary questions to ask yourself as you either start down that path or change direction:

- What is our collaborative's vision for the impact we want to achieve in five to 10 years?
- Is there anything we can or should do to strengthen our position before launching?
- How do the approaches and questions in this assessment resonate with our intentions and how do they not?

Part A: Develop the Idea

Section 1: How ready is my community for collaborative work?

Overview of Section 1: This section will allow you to evaluate your community's experiences with collaboration, its successes and challenges, now and in the past. It should also enable you to gain a deeper understanding of the community context within which you will be working (including how to assess the need for a new collaborative) and how to think about partnerships for change. For more information concerning this phase in the development of your collaborative, please refer to <Building or Improving a Community Collaborative - Develop the Idea>.

Pick the statement in the rows marked A, B or C that best describes your community **over the past five years**. Each topic may require more than one row to cover adequately.

Topic area	Statement A	Statement B	Statement C
History of collaboratives	My community has demonstrated interest in the issue we are trying to address (e.g., crime, dropouts) over the past five years through the mayor's office, community initiatives and in other ways.	Ideas have been generated for collaborative efforts on this issue, along with some early attempts, but no sustained collaborative efforts.	My community has not demonstrated interest in this type of work.
	My community has collaborated across sectors when necessary over the past five years (e.g., among nonprofit, government, business).	We have had conversations across sectors, but have not formally collaborated.	While we needed to collaborate across sectors, we were not able to do so (due to lack of either interest or capacity).
History of community engagement	My community has a strong history of citizen engagement (parents, small businesses, etc.) in community affairs.	My community has had some successes and some failures in engaging citizens.	We have not tried to engage.
	My community has a strong history of youth engagement in community affairs involving them.	My community has had some successes and some failures in engaging youth.	We have failed to engage youth.
Ecosystem of providers and collaboratives	Historically, a strong provider network (i.e. network of organizations) has focused on our issue.	We have a moderately strong provider community, but it is not very aligned.	We do not have a strong provider network focused on this issue.
	We have a clear need for our collaborative; no other effective collaboratives exist addressing this or related issues.	Similar collaborative efforts exist that we could join; but those collaboratives are only partially effective or only partially aligned on the issue.	We are not sure what else is happening in our community on this issue.
	The providers in my community are using evidence-based practices to address this issue.	Some providers use evidence-based practices; some do not.	Most providers do not use evidence-based practices, or are not familiar with evidence-based practices for this issue.
	Providers or funders have acted successfully as leaders in my community by convening peers and facilitating	Prior efforts have produced leadership that has gained mixed results.	No one has done work in this area, or the leaders of that work were unsuccessful.

	collaborative conversations.		
History of funder collaboration	We have providers or funders that are respected and maintain a relatively neutral stance on the issue.	The providers or funders have won the respect of some, but not all.	We are not sure about the agendas of our providers or funders.
	Over the past five years, my local funder community has worked well together, collaborating many times.	We have seen some funder collaboration and organization.	Our funder community is not organized and has not collaborated in the past.
History of data use	Over the past five years, my community's funders have been aligned around a common set of goals about what to fund in my community.	Some funder alignment has occurred on what to fund.	There has been no funder alignment on what to fund.
	Over the past five years, our community has used data to examine, assess and create shared understanding of our challenges.	We have sometimes used data to create shared understanding of our challenges.	We have not used data to create shared understanding of our challenges.
	My community has tracked a set of indicators or outcomes related to the goals of my collaborative.	Some tracking is happening in my community, but it is in very early stages.	No data tracking is taking place.
	My community has used data to create actionable plans for the future and set the current agenda.	We sometime use the data we collect to influence our plans for the future.	Our plans are not determined by data.

Scoring Assessment

The following graph helps you to see how ready you are in each category. Where you have the least shading are areas that may make beginning your collaborative more challenging. It is important to take time to create plans to address these areas. Please refer to resources in <Building or Improving a Community Collaborative> and please consult the full list of resources at the end of this document for further information on any of the above topics.

ILLUSTRATIVE SCORING:

[Note on scoring methodology: For each Statement A you select, you will receive 3 points, for each Statement B you select, you will receive 2 points, for each Statement C, you will receive 1 point. The shading represents the percentage of points you have, out of the total potential number of points. The overall readiness for this area is a simple average of the above percentages.]

Topic Area	0%	100%
History of collaboratives		
History of community engagement		
Ecosystem of providers and collaboratives		
History of funder collaboration		
History of data use		
Overall		

Section 2: Do we have the core principles in place for a successful collaboration?

Overview of Section 2: This section measures something that equates to a collaborative’s ambition, resolve and realistic expectations. The last – expectations – involves a hardheaded understanding about who needs to be on board, how progress is to be measured in unarguable ways, and whether or not the community is genuinely ready and mobilized. We call these the core principles of success for collaboratives. To increase your odds, go back through the questions copied below.

- Do we aim to effect “**needle-moving**” change (i.e., 10% or more) on a community-wide metric?
- Do we believe that a **long-term investment** (i.e., three to five-plus years) by stakeholders is necessary to achieve success?
- Do we believe that **cross-sector engagement** is essential for community-wide change?
- Are we committed to **using measurable data** to set the agenda and improve over time?
- Are we committed to **having community members as partners and producers** of impact?

Is your collaborative adequately prepared, based on these principles? Answering the queries below will help you determine if you are. Pick the statement in the rows marked A, B and C that best describes your collaborative’s perspectives on the core precepts. Again, the topics may require several rows of statements to cover.

Core principle	Statement A	Statement B	Statement C
Aspires to “needle-moving” change	Our collaborative aspires to needle-moving change: 10%-plus change from the baseline on our outcomes.	Some potential participants are committed to 10%-plus change from the baseline on our outcomes.	The issue is not on key leaders’ radar screens; we do not have consensus yet.
	We have a clear sense of what the collaborative uniquely can add to our community and how we can partner with existing work.	We know what else is happening related to our issue and are figuring out how our work fits in.	We have not looked deeply at related work happening in our community.
	Our collaborative is focused on moving the entire community, city or region forward (i.e., graduation rates across the city).	We have only somewhat defined our boundaries. Or, our boundaries represent a subset of the community.	We have not defined our boundaries at all.
Long-term investment in success	Key stakeholders are committed to this work for the long-term (three to five-plus years).	Key stakeholders are committed to this work for at least the early phase of the work (i.e., one to two years); we are still building commitment for the long-term.	Key stakeholders have not defined how long they will remain committed.
	We have identified a key funder that has expressed interest in a long-term commitment (of three to five-plus years).	We have held exploratory conversations, but no funder has expressed an interest in long-term commitment.	We are still identifying potential funders.
Cross-sector engagement	We have multiple participants ready to support the collaborative from the sectors that are relevant to our issue area, (i.e., government, philanthropy, nonprofit, business and the like).	We have some, but not all, of the appropriate participants.	We are missing many of the relevant participants.

Data and continuous learning	We are committed to regularly using data that others or we collect in order to determine our direction and priorities.	Data will be a part of our work, but secondary to some other aspects of the collaborative's work	We do not plan to collect data as a part of our collaborative.
	We have a plan, now underway, for capturing and analyzing relevant data, considering the data as a group, and adjusting course based on the data.	We have a plan for how to capture relevant data, but we have not determined how to regularly incorporate it into our work.	We are in the process of developing a plan.
Community engagement	We have identified individuals from the community who should be involved in our collaborative process and have decided how they should be involved.	We are thinking about the engagement of key individuals, but don't know who to engage or how.	We have not thought about engagement beyond the institutional participants in our collaborative.
	Our leadership has established a process for gaining buy-in from relevant community members in our community (e.g., parents and youth).	We are developing a process to establish buy-in.	We are not going to develop a buy-in process.

Scoring Assessment

The following graph helps you to see how ready you are in each category. Where you have the least shading are areas where you are least ready. Please refer to resources in <Building or Improving a Community Collaborative> for general help with this section, <Community Collaboratives Learning Examples> for data and continuous learning help and <The Next Generation of Community Participation> for help with community engagement, and please consult the full list of resources at the end of this document for further information on any of the above topics.

ILLUSTRATIVE SCORING:

[Note on scoring methodology: For each Statement A you select, you will receive 3 points, for each Statement B you select, you will receive 2 points, for each Statement C, you will receive 1 point. The shading represents the percentage of points you have, out of the total potential number of points. The overall readiness for this area is a simple average of the above percentages.]

Core Principle	0%	100%
Aspires to "needle moving" change		
Long-term investment in success		
Cross-sector engagement		
Data and continuous learning		
Community engagement		
Overall		

Part B: Plan & Align Resources

Successful collaboratives share common characteristics:



The next two sections rate your adoption of and adherence to some proven success traits shared among collaboratives demonstrating best practices. How do you line up along these five characteristics of success?

1. **Shared vision and agenda:** Does our entire collaborative community have a shared vision, with milestones that will demonstrate our progress?
2. **Effective leadership and governance:** Do we have a clear leadership structure, with accountability systems built into place?
3. **Deliberate alignment of resources, programs and advocacy toward what works:** Have we identified programs and strategies with demonstrated effectiveness and aligned our resources to them?
4. **Dedicated capacity and appropriate structure:** Do we have the people (including a lead convener) to facilitate this work? Do we have the right staffing? How will we build the capacity of our collaborative in the future?
5. **Sufficient resources:** Do we have a long-term (three to five-plus year) plan for funding? Have we thought about how this can become sustainable?

As you complete these sections, ask yourself:

**“For our collaborative, which of these characteristics are most important to have in our collaborative?
Which are less important and why?”**

Section 3: How aligned and organized is our community?

Overview of Section 3: This section will help you assess your collaborative’s alignment, organization and approach as you start to implement your work. This section will help you understand how ready you are to do that work. For more information concerning this phase in the development of your collaborative, please refer to <Building or Improving a Community Collaborative - Plan> and <Building or Improving a Community Collaborative - Align Resources>.

Pick the statement in each row A, B or C that best describes your collaborative’s work on each of the common characteristics of success. Each characteristic may require several rows of statements to cover.

Characteristics of success	Statement A	Statement B	Statement C
Shared vision and agenda	The collaborative participants and broader community share a common vision for the future about the issue.	Parties have somewhat distinct visions about this issue in our community.	No one has clearly articulated vision statements for the community; the issue is not on people’s minds.
	We have agreed upon a road map to guide how we will achieve community-wide change.	We do have a road map, but it is under development. Or, we have only reached partial agreement on our path.	We tried to create a road map, but there is no agreement.
	We have data metrics that match up with our goals and action plan.	We are not sure how to measure metrics to assess progress against the road map.	We do not plan to use data.
Effective leadership and governance	We have achieved buy-in from engaged community leaders around the collaborative’s vision, road map and defined goals.	Some community leaders are engaged and have bought in.	We have gained very little engagement and little buy-in from community leaders.
	We currently have a respected, neutral leader at the head of our collaborative, who is able to convene and maintain a diverse collaborative.	Our leadership lacks some characteristics and skills required to convene and maintain the collaborative.	Our leadership lacks most of the necessary characteristics and skills to convene and maintain the collaborative.
Deliberate alignment of resources, programs and advocacy toward what works	We have engaged the full set of organizations and leaders that must be aligned to reach our goals.	We are missing some of the necessary organizations and leaders in our collaborative.	We are not sure if we have the right organizations and leaders at the table.
	We have researched similar efforts outside our community to identify effective strategies that we can adapt.	We have researched some effective strategies, but are unsure how to adapt them to our model.	We have not researched other similar efforts.
	Our roadmap specifies a complete set of interventions that logically lead to the changes we want to see.	Our roadmap includes only some of the interventions we believe are necessary for change; our roadmap is partially complete	We have not thought about how our interventions lead to the change we want to see; our roadmap is not completed at all.

Where applicable, we have advocacy efforts focused on changing the policies, funding and systems in our community to better address the issue.

We have a plan for how to create advocacy effectively.

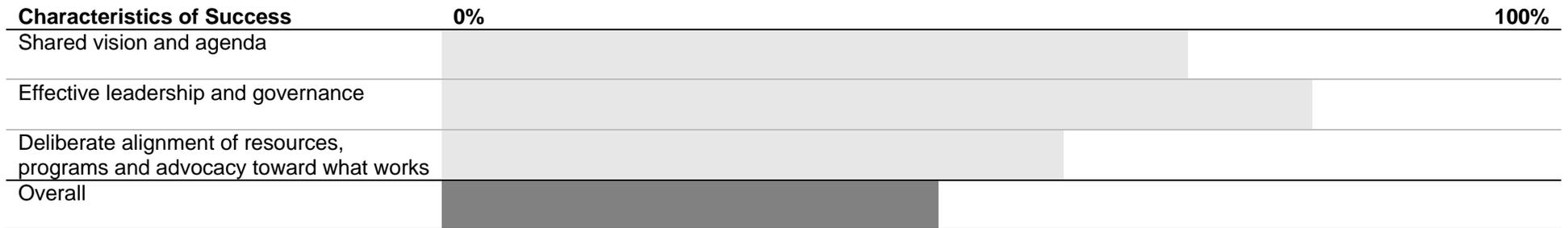
We need advocacy in our community, but we have not thought about how to create it.

Scoring Assessment

The following graph helps you to see how ready you are in each category. Where you have the least shading are areas where you are least ready. Please refer to resources in <Building or Improving a Community Collaborative> to help with this section and please consult the full list of resources at the end of this document for further information on any of the above topics.

ILLUSTRATIVE SCORING:

[Note on scoring methodology: For each Statement A you select, you will receive 3 points, for each Statement B you select, you will receive 2 points, for each Statement C, you will receive 1 point. The shading represents the percentage of points you have, out of the total potential number of points. The overall readiness for this area is a simple average of the above percentages.]



Section 4: Do we have the capacity and resources in place to be successful?

Overview of Section 4: This section will assist you in making an assessment of your collaborative's infrastructure and resources as you start your work.

Pick the statement in each row A, B or C that best describes your collaborative's work on these core characteristics. Several statement rows may be required to cover each.

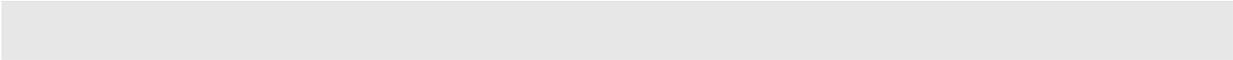
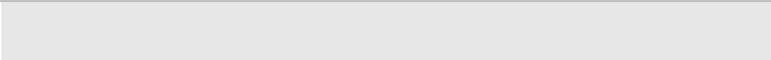
Characteristics of success	Statement A	Statement B	Statement C
Dedicated capacity and appropriate structure	We have a clear sense of the time and talent needed to run the collaborative itself (separate from participating organizations' capacity).	We have not considered what capacity is needed, but will in the future.	We do not plan to have dedicated capacity for the collaborative.
	We have identified paid staff who can help coordinate or facilitate the collaborative process.	We are not sure how to get paid staff.	We do not plan to have paid staff.
	We have clearly defined roles within the collaborative (such as a facilitator, data measurement specialist and so on).	We have some roles, but they are not explicitly defined.	We do not have clear roles.
	We have the necessary structure, processes and systems to support our work (committees, systems to analyze data and so on).	We have some of this in place.	We do not have any structures, processes or systems in place.
	Providers in my community have the capacity to come together and collaborate or partner.	Providers have some capacity, but not enough for our collaborative.	Providers have minimal capacity to come together and collaborate.
Sufficient resources	We have a clear sense of what it will take to fund our collaborative, including dedicated capacity, over the next five years.	We have estimates, but are not sure how to figure out what resources are required.	We do not have estimates yet.
	We have long-term financial commitments from funders to cover the dedicated capacity and collaborative work.	We have short-term commitments from funders.	We don't have any financial commitments.

Scoring Assessment

Please refer to resources in <Building or Improving a Community Collaborative> and <Community Collaboratives Learning Examples > to help with this section and please consult the full list of resources at the end of this document for further information on any of the above topics.

ILLUSTRATIVE SCORING:

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Characteristics of Success	0%	100%
Dedicated capacity and appropriate structure		
Sufficient resources		
Overall		

Overall Score

ILLUSTRATIVE SCORING:

Your score on this assessment is intended to give you a sense of where you are in the collaborative life stages (please refer to <Community Collaboratives Learning Examples - Life Stage Map>). Armed with an understanding of what stage your collaborative is in, you can determine what is next for your collaborative and its partners. In addition, the individual sections of the assessment are intended to show you where your investments have paid off and you are making progress, and where you need to concentrate going forward. Your score on the assessment can be used to jump start conversations with collaborative partners and to “align resources” your efforts as you continue the hard work of collaboration.

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Section of Assessment	0%	100%
Part A: Develop the Idea		
Part B: Plan & Align Resources		
Overall		

Overall, you have a [high, medium, low] level of readiness.

How to understand your score:

- If your score is high: Nice work!
You are likely ready to successfully implement your plan. Use this assessment to understand your relative strengths and weaknesses, continuing to build your strengths and looking for ways to improve your weaknesses.
- If your score is medium: You have made significant progress!
While you may be ready to begin implementing, it is important that you carefully consider the areas where you scored the lowest and address those by referencing relevant resources.
- If your score is low: You are on your way, but consider addressing the weaker areas before beginning!
By now, you are likely well aware that needle-moving collaboratives require a significant investment of time and energy. Though you likely still have significant work to do before implementing, completing this assessment has put you on a path to understanding where to focus your efforts. Please consult the full set of resources below.

Regardless of how you scored on the assessment, the full list of resources below, organized by assessment section, will be helpful in continuing to strengthen your collaborative and extend its impact in your community.

Resources

Topic	Tool
Develop the Idea	
Ecosystem of providers and collaborative	<Source 55, Find Youth Community Assessment>
	<Source 54, NFVP Community Map>
	<Source 53, NFVP Plan>
	<Source 27, Ready by 21 Stakeholders Wheel>
	<Source 12, NLC Stakeholder Engagement>
Core Principles	
Long-term investment in success	<Source 7, NLC Youth Action Kit>
	<Source 42, McKinsey Public-Private Partnerships>
	<Source 78, Adaptive Problems>
	<Source 42, McKinsey Public-Private Partnerships>
	<Source 78, Adaptive Problems>
	<Source 6, NLC Gang Violence Prevention>
	<Source 13, NLC Vital Partners>
	<Source 14, NLC Violence Reduction Strategy>
	<Source 28, Ready by 21 Existing Efforts>
	<Source 42, McKinsey Public-Private Partnerships>
	<Source 53, NFVP Plan>
	<Source 85, Case Studies of Effective Collaboratives: Herkimer County Narrative>
	<Source 87, Case Studies of Effective Collaboratives: Boston Narrative>
	<Source 90, Case Studies of Effective Collaboratives: Chicago Narrative>
	<Source 92, Case Studies of Effective Collaboratives: Philadelphia Narrative>
<Source 95, Case Studies of Effective Collaboratives: San Jose Narrative>	
<Source 8, NLC Evaluation Recommendations>	
<Source 9, NLC Municipal Action Guide>	
<Source 43, Charting Impact>	
<Source 84, Memphis C - Use of Data>	
<Source 86, Case Studies of Effective Collaboratives: Cincinnati, Covington, Newport Narrative - Use of Data>	
<Source 87, Case Studies of Effective Collaboratives: Boston Narrative - Use of Data>	
<Source 88, Case Studies of Effective Collaboratives: Parramore Narrative - Use of Data>	
<Source 90, Case Studies of Effective Collaboratives: Chicago Narrative - Use of Data>	
<Source 92, Case Studies of Effective Collaboratives: Philadelphia Narrative - Use of Data>	
Community Engagement	<Source 2, Mobile Blueprint>
	<Source 53, NFVP Plan>
	<Source 55, Find Youth Community Assessment>

	<Source 72, America Speaks Voices and Choices>
	<Source 73, America Speaks Unified New Orleans>
	<Source 74, Keystone Feedback App>
	<Source 76, Civic Engagement Measure>
	<Source 79, Keystone Prospectus>
	<Source 80, 21st Century Constituency Voice>
	<Source 83, Keystone Constituency Voice Overview>
	<Source 84, Case Studies of Effective Collaboratives: Memphis Narrative - Community Engagement>
	<Source 88, Case Studies of Effective Collaboratives: Parramore Narrative - Community Engagement>
	<Source 89, Case Studies of Effective Collaboratives : Nashville Narrative - Community Engagement>
	<Source 91, Case Studies of Effective Collaboratives: Milwaukee Narrative - Community Engagement>
	<Source 92, Case Studies of Effective Collaboratives: Philadelphia Narrative - Community Engagement>
	<Source 93, Case Studies of Effective Collaboratives: San Joaquin County Narrative - Community Engagement>
	<Source 94, Case Studies of Effective Collaboratives: Atlanta Narrative - Community Engagement>
Plan	Align Resources
Vision, leadership, and alignment	
Shared vision and agenda	<Source 2, Mobile Blueprint>
	<Source 6, NLC Gang Violence Prevention>
	<Source 7, NLC Youth Action Kit>
	<Source 11, NLC Comprehensive Youth Strategies>
	<Source 13, NLC Vital Partners>
	<Source 14, NLC Violence Reduction Strategy>
	<Source 43, Charting Impact>
	<Source 53, NFVP Plan>
	<Source 77, Intended Impact / Theory of Change Tool>
	<Source 84, Case Studies of Effective Collaboratives: Memphis Narrative - Shared Vision>
	<Source 86, Case Studies of Effective Collaboratives: Cincinnati, Covington, Newport Narrative - Shared Vision>
	<Source 89, Case Studies of Effective Collaboratives: Nashville Narrative - Shared Vision>
	<Source 95, Case Studies of Effective Collaboratives: San Jose Narrative - Shared Vision>

Effective leadership and governance	<Source 7, NLC Youth Action Kit>
	<Source 13, NLC Vital Partners>
	<Source 14, NLC Violence Reduction Strategy>
	<Source 16, NLC City Leadership>
	<Source 46, Ready by 21 Leadership Audit>
	<Source 88, Case Studies of Effective Collaboratives: Parramore Narrative - Effective Leadership & Governance>
	<Source 89, Case Studies of Effective Collaboratives: Nashville Narrative - Effective Leadership & Governance>
	<Source 91, Case Studies of Effective Collaboratives: Milwaukee Narrative - Effective Leadership & Governance>
	<Source 95, Case Studies of Effective Collaboratives: San Jose Narrative - Effective Leadership & Governance>
Deliberate alignment of resources, programs and advocacy	<Source 2, Mobile Blueprint>
	<Source 11, NLC Comprehensive Youth Strategies>
	<Source 16, NLC City Leadership>
	<Source 25, Ready by 21 Leadership Update>
	<Source 26, Ready by 21 Leadership Capacity>
	<Source 43, Charting Impact>
	<Source 84, Case Studies of Effective Collaboratives: Memphis Narrative - Deliberate Alignment>
	<Source 87, Case Studies of Effective Collaboratives: Boston Narrative - Deliberate Alignment>
	<Source 88, Case Studies of Effective Collaboratives: Parramore Narrative - Deliberate Alignment>
<Source 90, Case Studies of Effective Collaboratives: Chicago Narrative - Deliberate Alignment>	
Structure and resources	
Dedicated capacity and appropriate structure	<Source 2, Mobile Blueprint>
	<Source 6, NLC Gang Violence Prevention>
	<Source 13, NLC Vital Partners>
	<Source 16, NLC City Leadership>
	<Source 27, Ready by 21 Stakeholders Wheel>
	<Source 28, Ready by 21 Existing Efforts>
	<Source 43, Charting Impact>
	<Source 46, Ready by 21 Leadership Audit>
	<Source 84, Case Studies of Effective Collaboratives: Memphis Narrative - Dedicated Capacity & Appropriate Structure>
	<Source 86, Case Studies of Effective Collaboratives: Cincinnati, Covington, Newport Narrative - Dedicated Capacity & Appropriate Structure>

	<Source 89, Case Studies of Effective Collaboratives: Nashville Narrative - Dedicated Capacity & Appropriate Structure>
	<Source 90, Case Studies of Effective Collaboratives: Chicago Narrative - Dedicated Capacity & Appropriate Structure>
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