

A TOOL FOR SUSTAINABILITY
IN THE PUBLIC SECTOR

This tool provides an organizing structure to guide sustainability and scalability planning for cross-sector initiatives facing a change in mayoral administration. When doing this work, we approach it by centering the impact on people first.

Cross-sector initiatives can and must continue across transitions. Moving the work forward requires strategic engagement, including partnering, educating, protecting and mobilizing people and resources to adapt to changing political realities.



HOW IS THE TOOL ORGANIZED?

This tool guides the team through a sequence of four analytical questions:

- **WHEN** in the transition process you are operating.
- **WHO** are the critical stakeholders to be engaged in the work
- **WHAT** are the available action steps to be taken
- **HOW** might successes or milestone be identified

WHEN

This process should ideally start 18 to 24 months before a planned transition, but is also adaptable to more constrained time periods.

Transitions happen as multiple phases:

- The time before the transition
- The time during the transition
- The time immediately after the transition

Each phase requires different strategies for mobilizing stakeholders.



Remember to do an analysis of the many voices who may not have traditionally been included in the conversation but have the potential to inform, carry, or co-create the work.

WHO

For public sector work there are two broad categories of stakeholders: internal and external.

Internal

- The Mayor
- Agency Heads
- Program Directors
- Budget Directors
- Frontline Staff
- Gatekeepers with formal & informal power

External

- Various community voices
- Nonprofit Leaders
- Private Sector
- Philanthropic Sector
- Constituents

WHAT

To analyze what actions are needed, your team should start with your desired impact. Then, freely brainstorm the potential actions that could lead to those goals. An initial list of actions may include:

- Engagement
- Planning
- Policy Development
- Research & Evaluation
- Resource Mapping
- Advocacy

HOW

Budget: Budgets indicate that the initiative has navigated key procedural and political processes to obtain resources.

Policy: Policy sets the framing of what actions are possible and can be carried out with authority.

Narrative: Narratives help articulate shared goals and engage stakeholders. Having your initiative reflected in the narrative of the public sector empowers the stakeholders to mobilize.

Practice: Practice refers to changes in operational rules and procedures. They indicate power over how policies and programs are implemented and reflect the experience of the staff and residents impacted by those practices.

HOW TO USE THIS TOOL

- Work with your team to identify your priority goals. It is best to keep this exercise to a short list of 1-5 priorities in order to maintain focus and be responsive to limited resources and bandwidth.
- The team should build out a list of internal and external stakeholders who can impact or be impacted by the success of the initiative. It is critical to think about who can push the work forward, who can block the work, and who can be impacted by the success or failure of the prioritized initiative.
- For each priority, brainstorm a list of actions that can be taken by the team and/or with your stakeholders.
- Identify the indicators to show that the sustainability of the work is on track. These indicators might show up in four different domains (budget, policy, narrative and practice)



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Priority	Stakeholders	Action Options	Indicators
<p>EXAMPLE</p> <p>Reducing unemployment rate for men of color</p>	<p><i>Internal</i></p> <ul style="list-style-type: none"> • Mayor • Workforce Director • Social Services Director • Economic Development Director • Case managers <p><i>External</i></p> <ul style="list-style-type: none"> • Men of color in the community • Heads of HR departments for local employers • Higher education leaders • Service providers 	<ul style="list-style-type: none"> • Work with mayor to create a policy for hiring preferences • Work with businesses to identify training program for in-demand jobs • Work with HR managers to address implicit bias issues in hiring • Work with community and economic development to create community benefits agreement that prioritizes job creation for men of color 	<ul style="list-style-type: none"> • Creation of new policies • Allocation in the budget for new programming • Work with HR managers to address implicit bias issues in hiring • Narrative around economic development is focused on equitable development
<p>Universal Pre-K</p>	<p><i>Internal</i></p> <ul style="list-style-type: none"> • Mayor • Education department • Budgeting office • Teachers <p><i>External</i></p> <ul style="list-style-type: none"> • Parents • Child welfare advocates • Business owners who employ parents 	<ul style="list-style-type: none"> • Work with parent leaders and teachers to create a proposal for UPK • Work with child welfare advocates to write a policy brief on the impact of UPK • Work with business owners to align the UPK schedule so working parents can use UPK for childcare. 	<ul style="list-style-type: none"> • Allocation of funding for UPK programming • Work with business owners to develop policies that align for the needs of working parents. • The Mayor and community leaders present a shared narrative around closing the educational achievement gap.

For each strategy, think about how the impact on each stakeholder group will show up in your community. After mapping all the strategies and impacts, the team carrying the work should regularly revisit this matrix to review progress or lack of progress on strategies, changes in stakeholders, and whether or not the expected impacts are being realized. As part of this process, the team should critically reconsider current relationships, strategies and assumptions about how to best serve residents. Public sector work is always in service of the people with the goal of creating greater equity for all. This tool should be approached by centering the impact on people first.

For more information on our public sector and collective impact work please visit: bit.ly/DataCI or bit.ly/LCPublic