Ecosystem Readiness Assessment Investment Tool

Initial Screen

Objectives, Goals, Methods and Measures: Learning Cycles and Root Cause Analysis

	Stage One: Regulative	Stage Two: Collaborative	Stage Three: Integrative	Stage Four: Generative
Tracking Outcomes and Impact To what degree is there a set of objectives, goals, and measures to track impact of efforts made to build capacity for equity and mobility within the community?	The ecosystem establishes goals, objectives, and measures for programs and services as required by regulations by tracking transactional performance, delivery and output.	The ecosystem establishes goals, objectives, and measures for programs and services as required by regulations by tracking performance, delivery and output. Seeks community partners to coordinate with in service delivery.	The organization, community partners and program participants develop goals, objectives and measures of success together with a focus on root cause needs that services and programs are designed to address.	Community-determined objectives, goals, and measures are focused on root causes and are at the "center" of efforts to measure and monitor impact of efforts to build an environment for people to thrive and be sustained by place. Responsibility for achieving outcomes is shared.
Learning Cycles To what degree is there a framework and cycle used to dynamically respond to ecosystem feedback?	Community demonstrates habitual use of data in decision--making.	View of community data as a community asset vs. proprietary ownership. Data sharing occurs across the community;	Outcomes are established, and measures are tracked to determine if outcomes are achieved.	Feedback cycles involving community voice and technical improvement are embraced as strategic across the ecosystem and fundamental for organic growth of ecosystem growth and continuous improvement.

	Thought given to types and quality of data used to inform decision-making.	allows for expanded and collective insight.	Learning enabled, and decisions made through real time or frequent monitoring of the indicators in feedback loops.	Ecosystem empowers data infrastructure of linked community to enable innovation and learning on an individual, neighborhood and community level.
	There is at least an awareness of the need to measure equity, mobility and related impact.	Community and partners involved in deciding what data is relevant.	Willingness to succeed or "fail quickly," support risk and learn from rapid community feedback loop.	

Governance

	Stage One: Regulative	Stage Two: Collaborative	Stage Three: Integrative	Stage Four Generative
Governance Is there evidence of an effective sponsor team?	Sponsorship team exercises conflict resolution and consensus building functions. Facilitation skills to be able to advance community conversation toward group decisions, work plans and accountability. Establishes the reason for leaders and partners to work together, know where they are	Time, resources, and strategies are used to coordinate and synchronize efficient and effective teaming. Members of sponsor team including partners and advocates have role clarity to eliminate duplication of effort.	There is a defined target population or community that is the focus of the sponsor team's efforts to advance mobility. Coordinates alignment of roles and behaviors with the resources, strategies, goals and measures that are available to move	Ecosystem demonstrates commitment to move to impacting or sustaining change at the population level. Accountability becomes mutual through modeling and transparency. Partners and advocates are placed in boundary- spanning roles. Ecosystem ensures that all voices are included, and adjustments are made

	going and how they can get there.		upstream to improve outcomes and impact.	in balancing authority, power, and helping roles.
Distributed Governance and Inclusion	Representation and authority within formal and informal places reflects the demographic makeup of the community. Ecosystem governance provides crises & social support role to ensure basic needs are collectively met for everyone across the ecosystem through program channels and service delivery.	The governance structure incorporates multi-sector representation (public sector, social sector and other community partners).	Activities centered around building mutual trust and engagement in change by listening and seeking to understand values and behaviors important to the whole community.	Ecosystem governance empowers partners and volunteers to solve problems to impact community level challenges.

Leadership				
	Stage One: **Regulative**	**Stage Two:** **Collaborative**	**Stage Three:** **Integrative**	**Stage Four:** **Generative**

Shared Purpose and Vision To what degree is there a shared purpose and vision within the community?	Single leader or top down leadership structure establishes singular vision for the community.	Leadership focuses efforts on client and community centered objectives. Leadership able to reference and adapt existing frames to build consensus, common ground.	Ecosystem utilizes and embraces a Social/ Structural Determinants of Health and Risk Assessment framework to be able to address root causes of inequity within the ecosystem.	Leadership establishes a vision, and a shared set of values that are framed around improving opportunity for people served or underserved by "programs and services" in their community. The vision is informed by people at all levels and inclusive of everyone within the community.
Leadership at All Levels To what degree is leadership cultivated at multiple levels across the community?	The ecosystem has a champion who inspires, influences and leads others toward a shared philosophy of equity through methods of collaboration and upstream focus.	Leadership in the collaborative space is encouraged in the form of boundary spanners and system navigators who can empower collaboration across the community.	Leaders refine individual leadership skills in developing other leaders among staff, partners, community members and parents.	A culture of innovation is encouraged and risk is shared. Community members are empowered to apply individual family leadership to other families and groups within their community.

Partnerships

	Stage One: Regulative	Stage Two: Collaborative	Stage Three: Integrative	Stage Four: Generative
Partnerships	Partners understand what's expected of them. Partnerships inclusive of subject matter experts in the program and functional areas assigned to them	Partners understand how their roles and work link to the overall ecosystem strategy. Partners actively team across programs and functions and use effective relational skills.	The ecosystem culture encourages active problem-solving and testing of innovative solutions through a shared critical thinking approach. Ecosystem partners collaborate, consult, broker broad and customized services, and monitor and adjust community service plans with empowered participants.	Partners serve on ecosystem and external committees that co-create solutions to broader environmental challenges and utilize partnerships and best practices from place-based ecosystems in other communities.

Strategic Financing

	Stage One: Regulative	Stage Two: Collaborative	Stage Three: Integrative	Stage Four: Generative
Strategic Financing	Budgets are built around high-integrity accounting standards, by program or functional department.	Budgets are built in a way that enables blending and braiding of resources across departments to best serve community needs.	Budgets include specialized and creative financing categories that support solutions being developed and implemented for complex challenges and opportunities. Partners have in role as advocates, coaches and navigators. Also work to securing funding.	Budgets are built in a way that enables resource sharing across community entities as prevention and capacity-building strategies are identified and deliver a solid return-on-investment with authority to reinvest savings.

Communication

	Stage One: Regulative	Stage Two: Collaborative	Stage Three: Integrative	Stage Four: Generative

Communication	Communication is generally top-down, focused on outputs, not outcomes. Communication is transactional in nature. Limited venues are used.	Communication is coordinated and shared between community and partners about shared goals. Methods are generally transactional in nature.	Communication is regular and focused on exchanging information about successes or challenges related to achieving shared outcomes-based on root cause analysis on shared data.	Communication is strategic, bi-directional, and efficient to reinforce achievement of shared outcomes.

Additional Enabling Conditions/Factors

	Stage One: Regulative	Stage Two: Collaborative	Stage Three: Integrative	Stage Four: Generative
Culture of Trust and Brave Space	Leaders model open and honest ("transparent") communication both inside governance structures and with ecosystem partners. Trust built through consistency and demonstrated integrity of motive and action.	Resolute focus on how community can better meet their individual, funding or board outcomes through collaboration. Common vision provides unity required to keep people at the table while	Leaders model vulnerability and intentionally create spaces of shared power to facilitate shared outcomes and ecosystem movement toward overcoming root cause barriers. (i.e. integrated opportunities)	Activities centered around building mutual trust and engagement in change by listening and seeking to understand values and behaviors important to the whole community. Innovations used to prepare, employ, and sustain people in housing, health and jobs that

		working through disagreement.		advance social and economic mobility. (i.e. 'workforce intermediaries')
Volunteerism	Ability to cultivate, nurture and align community volunteerism to amplify existing ecosystem efforts.	Ability to engage, coordinate and link roles, talents, and energy of volunteers to new opportunities to impact social and economic ability	Developing skills, knowledge & capacity of community volunteers to initiate change efforts in their place while volunteering on ecosystem projects, initiatives, boards and teams.	Development of capacity within the ecosystem to systematically empower individuals toward leading & initiating community change in line with ecosystem vision, values & strategy.