

Community Planning Groups: Exploratory Research

Travis County Health and Human Services & Veterans Service
Research & Planning Division

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ABOUT THE AUTHORS

This report was researched and written by the staff at the Travis County Health and Human Services & Veterans Service Department (HHS/VS), Research & Planning Division. The lead researcher and writer was Amber Joiner-Hill, with contributing help from Corey Darling and Rachel Coff, and with the support of Sherri E. Fleming (County Executive for Travis County HHS/VS) and Lawrence Lyman (Division Director).

Travis County HHS/VS strives to maximize quality of life for all people in Travis County. We work to protect vulnerable populations, promote healthy living and build a shared understanding of our community. We address community needs by investing in social and economic well-being through internal and external investments and services.

The Research & Planning Division works to inform our community, find solutions, and ensure effectiveness. Through these roles we seek to improve knowledge and understanding of community needs, create comprehensive solutions to community problems, and improve the effectiveness and efficiency of the service delivery system in Travis County. To learn more about our work and for links to our other publications please visit:

http://www.co.travis.tx.us/health_human_services/research_planning/.

QUESTIONS OR COMMENTS?

For questions or for more information, please contact the Research & Planning Division at HHS_R&P@co.travis.tx.us.

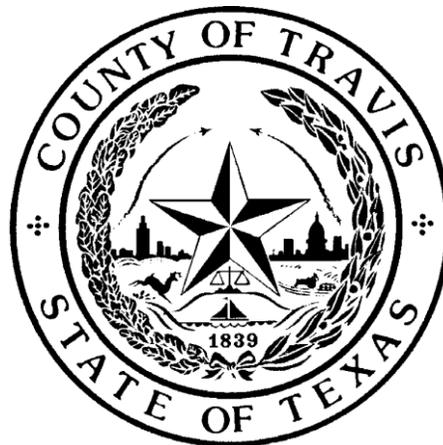


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Introduction

In the summer of 2014, staff in the Research & Planning Division (R&P) of the Travis County Health and Human Services & Veterans Service Department (HHS/VS) launched an exploratory research project to learn about the processes of community planning groups. Through personal interviews and literature research, the project aimed to answer the following three questions:

- What does it take for community planning groups to be successful¹?
- How are community planning theories operationalized in our community?
- What is the role of planning support in the success of community planning groups?

A community planning group was defined as “a group of diverse stakeholders who come together to problem-solve around a population or issue area, and whose work aligns with HHS/VS’s purpose of maximizing the quality of life for all people in Travis County.” R&P staff interviewed individuals who are, or were, leaders, participants, planners, and/or funders for a group, and it was acknowledged that one person could have multiple roles.

The definitions of each role are as such:

- **Leader:** serve in a formal, general leadership role for the group (e.g. Chair, Vice-Chair)
- **Participant:** actively participate at the membership level in the group, and possibly provide leadership at the committee or project level
- **Planner/Intermediary:** someone whose role within the group is to support the group organizationally, operationally, and/or strategically
- **Funder:** represents an institution that funds the group

Before diving deeper into the report, it is important to have a clear and common understanding of the purpose of a planner, as it can vary. One article uses the term “go-betweens” and states that planners “help people and institutions that provide resources and often shape the rules of the game (the tops) to make larger and better investments in people and communities (the roots) that lack key resources and, too often, also lack the influence needed to change that.”² Another term commonly used to describe this role is “intermediary”. The overall responsibilities of an intermediary are to act as a liaison between funders and/or communities and offer organizational support to a group. As you

¹ “Success” was uniquely and individually defined by the research interviewees.

² Xavier de Souza Briggs, *Working the Middle: Roles and Challenges of the Intermediaries* (Community Problem-Solving, 2003,) 5.

will read, some groups do not have a formal planner and such responsibilities belong to a group's leader or members. Interview responses shared in the *Findings* section of this report will specifically outline what intermediary work entails in our community. Planners can be found working in government, non-profit organizations, for-profit organizations, and other entities that serve groups of people.

Methodology

Research participants were recruited via email invitations that were sent from mid-July to mid-August of 2014. Each non-respondent was sent one follow-up email approximately one week after the initial email. Individuals who were not responsive to the follow-up email were no longer contacted. The response rate was quite high at 72%. The email invitation and its supplemental document are available in *Appendices A and B*.

Seventeen community planning groups in Travis County were identified as potential participants in this research. Individuals of varying roles within each group were contacted and of the 54 people invited, a total of 39 individuals were interviewed—representing 15 different groups. The groups that participated represented a wide range of histories, activities, size, and funding. For example, one group is backed by hundreds of thousands of dollars and has staff, while another is heavily dependent on in-kind contributions and the time of volunteers. With the exception of a few phone interviews, each interview was conducted in-person with an R&P staff member. The interviews consisted of 15 questions and ranged from 20-60 minutes in duration. A list of the interview questions is provided in *Appendix C*. Most interviewees were asked to discuss their experiences with one group, while a smaller portion was asked to reflect on their time with multiple groups. The interview responses were then analyzed and coded by two researchers to ensure inter-rater reliability and control for any biases. Through analysis, common themes among the interview responses were found and are shared in the following section.

Findings

Below you will find the interview questions in **bold**, followed by their respective responses. In reviewing these findings, it is particularly important to keep in mind the diversity of size and financial resources among community planning groups. Those factors may heavily influence the kind of group experiences that our interviewees had. In an effort

to de-identify the participants, some quoted interview responses were slightly altered—the overall message stayed the same, though.

What is your role in the group?

The individuals who were interviewed served a variety of roles within their groups and represented current and former Chairs, Board members, planning support staff, funders, and committee or work group participants. For the most part, group roles were proportionately distributed across the participants.

Why do you participate in the group?

Individuals commonly participate in community planning groups because they have a personal interest in the work being done, they see collaboration as a beneficial and effective process, or they want to see an improvement in social conditions. Participation can also stem from a job requirement—one is assigned to represent a stakeholder or is responsible for monitoring how funding is used. Comments for this question included:

“I like the connectedness to the community and feel like it’s important to keep a pulse of community needs.”

“I’m interested in working together to solve problems. This group is the only place where groups in this issue area can get together.”

“There used to be no place to share information between agencies and this group fills a need in the community.”

Participation is not forever, though, as a couple respondents indicated:

“I saw value in it, but stopped participating because I didn’t see a return on investment as far as time and effort.”

“I’m convening with people who are planning a community forum. You need to clearly state what you’re asking of them [the community members] and what their representation will mean and what they will get back, but I haven’t gotten any traction on that. This forum is going to be used for the group to just tell the community what they’re doing—not to be inclusive. I’ve seen this over and over again where you’re priming people to turn their backs away when the process is over because they didn’t feel included.”

What is the goal of the group?

Each group planned or provided distinct services for a specific target population, but there was overall similarity among the goals, and they were:

- Improve services or community conditions
- Improve coordination of service delivery systems
- Advocate
- Influence and inform policy
- Raise awareness/increase education of the issue
- Support non-profit organizations
- Engage stakeholders

For some groups, the goals changed over time depending on the needs of the community, resources available, or interests of the group.

Are there any theories that guide the group's work?

The question yielded similar responses in that many interviewees stated that they either do not use theories and are guided by the group's mission, strategic plan, and/or projects, or theories support the work, but are not explicitly used. Individuals noted,

"I find theories to be a bit restrictive and we pride ourselves on being flexible and open to change and listen to what's going on. The lack of a theory doesn't mean that we don't have a clear focus on what we're doing... There's a strong culture of planning at my place of employment, but it's not what you read about in a journal article."

"The underlying philosophy inherent to our success was taking off our agency hats and putting on our community stakeholder hats—focus on the greater good of the community."

"Not formally, I think it's based on a hodge-podge of what people have been exposed to in other groups."

"My background is in community planning and we use Poole's model as a philosophical base. We talk about ownership and stewardship and this guides how we plan activities and programs, and interact with the community. We also draw from other community planning models."

There were some models that were specifically mentioned, though, and they included the Collective Impact Model, INet, and the Four Stage Planning Model. The Collective Impact Model is based on "the commitment of a group of actors from different sectors to a common agenda for solving a complex social problem"³ and is best suited for complex systemic problems. INet, or the Intermediary Network, connects organizations so they can

³ "What is Collective Impact?," FSG: Reimagining Social Change, last accessed October 28, 2014, <http://www.fsg.org/OurApproach/WhatIsCollectiveImpact.aspx>.

share strategies, grow, and professionalize intermediary work on a national scale.⁴ Another model used is the Four Stage Planning Model. This model identifies four basic steps that should occur for any community planning process. The steps, which overlap and occur in a constant ongoing fashion, are Assess, Plan, Implement, and Evaluate. For more in-depth information on these models and others, please refer to the *Further Readings* section.

How do you define success for community planning groups?

Successful results include measureable and sustainable outcomes, positive change for the community or target population, progress towards defined goals, and more streamlined and effective processes for collaboration and service delivery. Some individuals also mentioned the importance of ensuring that community members felt like they were considered and involved in the development and implementation of the plan. And a few others stated that groups should aim to be seen as a leader or authority in their particular issue area. While some interviewees pointed out the length of time that their group has existed as a measure of success, one respondent shared, *“I think groups should be wary of defining success in terms of perpetuity.”* Other interviewees agreed that sustainability might not be the best way to measure success:

“If progress isn’t being made towards the goals, it’s okay to let the group go.”

“Not all community groups are meant to meet forever... If there’s no longer a problem, then you’re wasting your time. You spread yourself thin and lose your weight.”

Whether it is because goals are not being met, there is no longer a problem to address, group members are not engaged, or a myriad of other reasons, some interviewees suggested that a group disband if necessary.

In order to achieve successes, interviewees stated that groups need:

- A clearly defined plan, followed by action
- The ability to put aside agency interests and focus on the common agenda or goal
- Continued engagement and participation
- Buy-in from group participants and community members
- The skill to execute a plan and achieve a goal
- The “right” people involved

⁴ “Tools and Publications,” Intermediary Network, last accessed October 28, 2014, www.intermediarynetwork.org/tools.html.

The “right” people included individuals who could provide tangible resources to a process, had a stake in the group’s work, or lent a specific skill set that was beneficial to the group. Each group required a varied composition of participants who were “right” for its process and helped it attain success.

What successes has the group had? What led to the successes?

There were a wide range of identified successes and the common responses were:

- Received funding or awards
- Policies and/or policy makers were influenced
- Active participation
- Group is growing and/or sustainable
- Increased awareness of the issue
- Produced resources or programs for the community
- Convened stakeholders and held community events
- Produced reports
- Group is collaborative and connected

When asked to describe the factors that contributed to those successes:

“Consensus, collective will, agreement, and a commitment to collaborate together. A community of people who “get” that we need to convene around this topic.”

“A great business model/program/service, great leadership, and trust are things that you need and we had it. Trust especially brought people together.”

“Planning was instrumental in moving the mission forward.” “Research support laid the foundation for our work.” “Having a full time staff person to work on it.”

“We [group members] were required to meet about once a month for at least a year and a half—so we got to know each other and see that we’re all paying into the same system but aren’t coordinated.”

“Before the group formed, it was just a loose affiliation of people trying to do some group planning. When we officially formed the group, we had official data and a lot of participants were not service providers—this gave us credibility because people weren’t participating just in hopes of getting funding for their organizations.”

Positive working relationships, talented leadership, engaged participants, and a common agenda also benefited the groups. Some other contributing factors included funding (which tended to make it possible to have planning support), a template to base work off of, momentum, attainable goals, and having a “palatable” target population that was easy to advocate for.

There were different strategies for how to attain success. One interviewee noted that his group was as inclusive as possible in the process and tried to get many different stakeholders at the table. Another respondent, however, said that it was beneficial to be very selective about who would participate in the group's work and that it helps to bring the "right people" to the table, which can refer to entities that should be aware of the group's process, a stakeholder who can provide valuable resources, or a person with a particular skill set, e.g. And yet another individual met with potential stakeholders one-on-one in order to make connections before officially forming the group. The latter technique took a considerable amount of time, but paid off because stakeholders bought into the process and it got some challenging people to reach to participate.

What challenges has the group had? What led to the challenges?

There was much overlap in the responses for these two questions. Something that was described as a challenge for one group may have been identified as a leading factor by another group. Challenges and their leading factors that were frequently shared were:

- Engaging stakeholders
- Getting funding for planning work
- Defining the role or process of the group to its members
- Finding a common agenda
- Interpersonal challenges
- Addressing negative perceptions about the target population
- Lack of capacity—particularly time
- Lack of planning or administrative support
- Political factors/ideologies
- Leadership—disengaged, disorganized, inconsistent
- Getting people to participate

"We're all volunteers who have jobs that require overtime and multiple responsibilities—we spread ourselves thin. It would be helpful if we had someone who could help carry this work in a consistent way."

"There are group members who see themselves as the end-all for reaching the goal, and there are others who think they don't have much to contribute to the goal."

"There were a lot of participants and leaders interested in coming to meetings and learning about community needs, but you wouldn't get many people doing the hands-on work. You end up with a lot of the same people trying to do a lot of work."

"We have difficulty in getting all members to actively participate. There's the Rule of Thirds: 1/3 of people do everything, 1/3 do things when asked to, and 1/3 do nothing."

“It takes money to staff, coordinate, convene, and compile data. We had to deal with the perception that we are taking money away from service providers in order to do this collaborative work that people might not even see value in.”

“Finding the balance for how much time the process takes—do you slow down to be more meaningful, or speed up and try to get things done?”

What financial resources does the group have? What impact did they have?

Groups noted that it is difficult to acquire funding and buy-in for planning work because it generally does not produce something tangible for a funder or community to see. Those who do have funding sometimes have a hard time working within its regulations while still focusing on the group’s goals. The financial resources that groups had ranged from governmental money from the City of Austin, Travis County, State of Texas, or a Federal entity, foundation grants, membership dues, in-kind contributions (such as staff support, office space, or copying/printing), to no financial support at all. The provided resources impacted the groups in ways such as paying for staff, making resources and events accessible to the community, paying for trainings, paying for parts of projects, and making it possible for a diversity of activities to be pursued. A lack of financial resources prevented some groups from hiring administrative staff and expanding the group’s actions—for example, a group may want to do more advocacy work, but does not have the resources available to support such an effort.

What does coordination/planning look like for your group? What impact does it have?

The wide range of activities that a coordinator/planner completes includes:

- Develop agendas
- Schedule meetings
- Maintain the group’s website
- Take and disseminate minutes
- Write reports
- Provide data assistance
- Coordinate the group’s work
- Liaise between the group and external stakeholders
- Facilitate meetings
- Ensure a collaborative process
- Provide reminders
- Develop newsletters
- Manage a listserv
- Follow-up on work progress
- Find meeting space
- Convene stakeholders

When asked to explain the type of impact that planning support has on the group's work, there was general consensus that it:

- Keeps the group and its work moving forward
- Makes it possible for the group to exist
- Guides the tone and direction of the group
- Maintains or increases participant engagement

“Some clear coordination role is necessary and when you don’t have a person with a clearly defined role and responsibility around coordination, the group is disorganized. You need someone to document decisions and processes, communicate with members, and make agendas. If the group didn’t have a planner in the early part, it would’ve been really hard for them to establish themselves like they did.”

“It can be hard for someone to step into a leadership position if they have to do so much administration stuff. It was easier to ask for and find a Co-Chair for our group because the administrative work is covered and the Co-Chair doesn’t need to take this on.”

“You’re not maximizing the potential of the Chair [of the group] when they have to do administrative work. There’s a loss in how much work the group can get done in a meaningful way.”

“The degree to which [the group] is building and managing things is due to good work being done in the background.”

“It’s important to have somebody who makes sure that what is suggested is followed through—without this there is no accountability and you don’t see success.”

“The buy-in from partners [in the group] hit a lull for a while and I brought it back by creating a strategic plan and updating and securing funds [for one of the group’s projects]. The buy-in encapsulated a lot of the successes.”

While there was agreement that coordination support can offer numerous benefits to the group and its work, it was noted that support was most effective when it was met with strong leadership from the group, and that those who serve in the coordinating role should be well-trained and knowledgeable of the skills necessary for effective planning. Something that was pervasive in the discussion about finances was how strongly they related to planning support. It is important to keep in mind that the availability of such support is often dependent on hard-to-get funding. Since funding is not easy to come by for planning groups, as explained in the previous section, coordination work either does not occur consistently, or is taken on by a group member who is already spread thin with other responsibilities.

Instead of one individual planner, a group might have the resources of a backbone agency. Groups that follow the Collective Impact Model rely on a backbone agency to guide a vision and strategy, support aligned activities, establish shared measurement practices, build public will, advance policy, and mobilize funding.⁵ Most of the groups that are represented in this research do not have a backbone agency, and more information about such agencies can be found in the *Further Readings* section.

Is there any other information that you want to share?

At the end of every interview, people were given the opportunity to discuss anything that they wanted to that related to community planning groups. What resulted was a collection of comments that showcased the varied practice wisdom among professionals and could be beneficial for others involved in community planning. In no particular order, some of those comments are shared below.

“It was helpful to have already developed a general mission and goals prior to convening the group, so we weren't burning people out in the beginning. I then asked the group for input on what they wanted to do and for feedback on the draft mission and goals. In contrast, there was another group that held monthly meetings and it took 5 months to develop the mission...so much energy was expended, and people were [exhausted] and frustrated when it was time to do work.”

“We haven't chosen an intermediary yet partially because the group wants to make sure that the community feels involved in the process.”

“There's a really difficult balance between informality and formality of the group. We've spent a lot of time adding structure into the group. Now things are more formalized, but it seems like the meetings are just formalities that people check off and go to—we seem to have lost the excitement and energy within the group. The logistics that have to be taken care of sometimes overshadow the real work that we need to do.”

“When the desire of a coalition comes to head with politics, it puts them in a difficult spot and that can damage community planning groups pretty substantially.”

“I was involved with the group for years and I felt a little bit of frustration with the purpose of the group, it was spelled out but it was unclear to me. It was good to learn about service providers in the community, but then what? The [group leaders] probably knew the purpose, but it wasn't communicated with the larger group as well as it could have been. There wasn't a process to get other members engaged—I wonder if this is something that should've been addressed by the

⁵ Shiloh Turner et al, *Understanding the Value of Backbone Organizations in Collective Impact* (Stanford Social Innovation Review, 2012) 1-8.

[group leaders] or was a result of the other people at the table [who weren't part of the leadership]."

"[We have] found that there are several creative tensions that are a necessary part of this community planning work—balance of when to partner and when to push, tension between expediency and inclusivity, and tension between educating and advocating and the need to have both components... There needs to be a priority of the community goal over the individual organizational goals because you can't get to the community goal if you don't give it higher priority—this is a critical piece of effective community planning. There needs to be really agile leadership in that the leadership of the backbone agency has to simultaneously lead and participate—leader/servant work or leader/facilitator work is necessary and very few people are trained in that. We really need the voice of the people whose lives we are trying to change; otherwise we've completely missed the boat."

"A group I work with has identified barriers for people who want to access services. A subcommittee of that group created work groups to create standards that all providers will work by. Narrow down a problem, identify who can solve it, and figure out how to implement it—it's really hard to work all the way through this process when you're working with multiple providers and stakeholders, but this is where you have the chance to be most effective and drill down the issues. [Being able to] map the system of care and have a community dashboard that you can track collaboratively is useful for a group... A lot of times the groups in theory seem simple and easy to operate—the logistics are easy, but moving it to action and achievement is difficult."

"There is an annual planning meeting that allows the group to focus on and implement 2-3 projects a year. As a funder, we find that to be great because we know that there has been an assessment of the work planned—it clearly outlines the deliverables, deadlines, and outcome measurements for us."

"What impresses me about the group is the commitment and dedication of extremely busy people who have so many pulls on their time and still make this a priority."

Limitations of the Research

One obvious limitation of this research is that there are community planning groups within Travis County that R&P staff are unaware of, and therefore were not included in the research. Some interviewees suggested other groups for the researchers to meet with, but time did not allow for the extra interviews. Information about the other groups was recorded, though, and can be used in future R&P projects.

Another limitation of the research may have been the interviewee recruitment strategy. Contact with potential interviewees heavily relied on email communications. Some individuals may have chosen to not participate because they 1) did not notice the email in their inbox, 2) were inundated with other requests for assistance and did not see the value in participating in this particular project, or 3) were unfamiliar with the sender of

the email, so did not respond. Given the infrequency of face-to-face interactions, though, email was deemed the best way to reach as many people as possible at one time, so it is unclear if there was a more effective strategy available.

Finally, a limitation present in any research in which participation is voluntary is the fact that individuals who volunteer for research tend to have different characteristics than those who do not. We cannot know what differences were present among the people contacted for this particular project, or to what degree. But we do know that they exist and can affect the type of responses that are collected.

Summary

This project aimed to address three primary questions:

- What does it take for community planning groups to be successful?
- How are community planning theories operationalized in our community?
- What is the role of planning support in the success of community planning groups?

Due to the diversity of the planning groups in our community, there was no singular answer for any of the questions. In response to the idea of a “successful planning group”, this definition varied per group and was shaped by each group’s participants and available resources. What was clear, though, is that leadership, planning support, active participation from group members, and agreement on a common agenda are components that contribute to a group’s success.

In the discussion on theory, it was clear that most group members bring a combination of professional experiences and awareness of various models into their work, instead of choosing one theory or model to frame their work. Findings from this research suggest that the level of quality in planning support heavily relies on the planner’s skill and participation levels, and a conscious effort to incorporate specific theories may not be necessary. There are some planners or groups, though, who do select specific model(s) to guide their work.

Finally, there was consensus that coordinating/planning support can bring many benefits to community planning groups. Consistent support, though, is inaccessible to some groups because of a lack of funding. However, when planning support is available and used, it keeps work going and has a considerable influence on the direction of the group—at times making it possible for the group to even exist.

Although, the research questions did not have clear-cut answers, the responses gathered from the community are informative and lay a foundation for planners to have a dialogue about many aspects of community planning work. How does the deliberate use of a framework or model impact planning work and a group's success? Does the term "theory" resonate with those in the field of community planning? There could also be a deeper exploration of the connection between a planner's actions and a group's success, as there was agreement that a planner can be the lynch-pin to success. Exactly what do planners need to do to help groups "move forward"? What does successful planning look like? Are there successful planning efforts that groups in Travis County can model themselves after? What are the best practices of those efforts? By collaboratively discussing these questions, intermediaries in Travis County can educate each other and streamline methods to maximize the quality of life of County residents, especially those from vulnerable populations, which was identified as a goal by all participants.

Further Readings

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Appendix A

Research Invitation

Good afternoon,

*The Research and Planning Division (R&P) has started a research project focused on community planning groups. We would like to interview you and gather your practice wisdom on what helps groups attain success and examine the ways in which planning support is used in the community. This is **not** an evaluation of your work and participation is completely voluntary. The interviews will last approximately one hour, occur during the summer of 2014, and occur at a date and location convenient to you. The research will result in an informative report which you will receive a copy of.*

We'd like to capture the voices of group leaders, participants, planners, and funders, and in an effort to recognize role diversity, we're only able to interview up to four individuals from your group. So please note that we might not be able to interview everyone who responds to this email.

If you would like to schedule an interview and help us learn more about how our community works please contact Amber Joiner-Hill at amber.joinerhill@co.travis.tx.us. If you have questions, please contact Amber or Rachel Coff at rachel.coff@co.travis.tx.us. I've attached a one-pager with more detailed information.

*I look forward to hearing from you,
R&P staff member*

R&P staff member contact information

Appendix B

Invitation Supplemental Information (one-pager)

Travis County HHS/VS Research and Planning (R&P) Exploratory Research: Community Planning Groups and the Role of Planning Support Background

The TCHHS/VS Research and Planning Division engages in collaborative planning across a range of issues areas, typically either as a partner in the collaboration representing the County's interest or by providing planning support to the collaboration around process or projects. In an effort to better inform our work, learn from one another's successes and challenges, and provide a resource to the community, we would like to compile practice wisdom from our experiences and the experiences of others involved in community planning.

Project Overview

The project will include both primary and secondary research. A brief literature review will summarize models in community planning. Interviews conducted with planning group leaders, planning group members, planners, and funders will help explore how models of community planning are operationalized in Travis County. This research will address the following questions:

- *What does it take for community planning groups to be successful?*
- *How is the theory of community planning models being operationalized in our community?*
- *What is the role of planning support in the success of community planning groups?*

Research will be conducted during the summer of 2014. A summary of the results is targeted for release during the fall of 2014.

Participation

Your voluntary participation will help ensure this research reflects a diversity of experiences from across community planning issue areas and roles. Interviews will last approximately one hour and can be scheduled at a time and location convenient to you. A summary of the research results will be provided to all research participants.

To schedule an interview, please contact Amber Joiner-Hill at amber.joinerhill@co.travis.tx.us. Please contact Rachel Coff at rachel.coff@co.travis.tx.us with questions about this project.

Appendix C

Interview Questions

Orientation

- 1) What is your role in the group?
- 2) Why do you participate in the group?
- 3) Are there any theories that guide the group's work?

Goals

- 4) What is the goal of the group?
- 5) Tell me about the reality of reaching that goal.
- 5a) If the goal was met, what happened next?

Successes/Challenges

- 6) What successes has the group had?
- 6a) If respondent describes a tangible product, ask how that product was used.
- 7) What factors led to those successes?
- 8) What challenges has the group had?
- 9) What factors led to those challenges?

Planning Support

- 10) Who coordinates the group, and what does that look like?
- 10a) Is that person a paid consultant or assigned staff support?
- 11) How does that work impact the group?

Finances

- 12) What financial resources does the group have?
- 13) What impact do those resources have?

Other

- 14) How do *you* define success for community planning groups?

Supplemental

- 15) Is there any other information that you want to share about your group's process that we didn't cover in the interview?