

Volume

3

MA Adult Basic Education Community Planning 2002 - 2003

A collection of the experiences of
Program Community Planning Coordinators and Partnership Members



Community Planning in Action



SABES is funded by the Massachusetts Department of Education

MA ADULT BASIC EDUCATION COMMUNITY PLANNING
SUMMER 2002 – SUMMER 2003

Community Planning in Action

A collection of the experiences of
Program Community Planning Coordinators and Partnership Members

A Collaborative Effort of SABES West & SABES Central
Printed and distributed by SABES West



SABES is funded by the Massachusetts Department of Education

Introduction

Community Planning in Action is a collection of community planning coordinators and their partnerships' experiences in the third year of the five-year Massachusetts Department of Education grant cycle, from summer 2002 to 2003.

You will see evidence of the commitment, flexibility, and creativity of community planning coordinators and the community planning partnerships in this collection. Over the past few years, Adult Basic Education programs and community planning coordinators have been instrumental in creating and redefining partnerships in their communities. Partnership members have worked on community assessments that have helped provide direction to their work, defined agendas, expanded and diversified their membership, and carried out activities that support their mission. They are now in the midst of a strategic planning process.

Section I, *Narratives and Interviews*, contains in depth descriptions by community planning coordinators of their partnerships, their accomplishments, and their challenges. These descriptions are from interviews with community planning coordinators and personal narratives.

Section II contains *Partnership Profiles*. The profiles contain brief descriptions of the partnerships and their activities, accomplishments, and challenges. This section is organized in alphabetical order by program or partnership name.

Section III *Resources* contains references to print and online resources that relate to strategic planning and partnership development.

We would like to extend our heartfelt appreciation to Community Planning Coordinators who contributed to *Community Planning in Action*.

Thank you.

Lisa Deyo, SABES West & Cathy Gannon, SABES Central

COMMUNITY PLANNING IN ACTION

Table of Contents

Introduction	i
---------------------------	---

Section 1: Interviews & Narratives

Boston Community Planning	
Community Planning Advisory Council & the Adult Literacy Initiative.....	1
Action for Boston Community Development/Downtown Adult Literacy Program – Mary Mello	7
Jamaica Plain Community Centers/Adult Learning Program - Sandy Goodman.....	9
Cape Cod Partnership - Andrea Strout.....	13
Holyoke <i>JUNTOS</i> ABE Collaborative - Paul Hyry	15
Massachusetts Career Development Institute/Westfield - Sheila Kelly & Larry Bay ..	19
Somerville Adult Literacy Community Planning Partnership - Susan Riley	22

Section 2: Partnership Profiles

ACCESS.....	25
Action for Boston Community Development/Downtown Adult Literacy Program	26
Cambridge Adult Education Community Planning Group.....	27
Central Berkshire County ABE Community Coalition	29
Everett Literacy Program.....	32
Hampshire and Franklin County ABE Community Partnership.....	33
Holyoke <i>JUNTOS</i> ABE Collaborative.....	35
Immigrant Learning Center, Inc. (The).....	36
Jamaica Plain Community Centers/Adult Learning Program	38
Lawrence Adult Learning Center	39
Lowell Adult Education Center	41
Massachusetts Career Development Institute/Westfield	43
Mount Wachusett Community College ABE Program, Community Planning Collaborative (CPC)	44
NECC Amesbury Adult Learning Center.....	46
SCALE	47
Webster Adult Basic Education	48
Worcester Adult Learning Center, Quinsigamond Community College, Mass Job Training, Inc.....	50
YMCA International Learning Center – Boston Fenway Program.....	52

Resources

Strategic Planning	57
Strengthening & Expanding Partnerships	59

Interviews & Narratives

COMMUNITY PLANNING IN ACTION

City of Boston Partnerships Citywide Community Planning Advisory Council, ABCD Downtown & JP Community Centers

Interview with Mary Mello, ABCD Downtown & Sandy Goodman, Jamaica Plain Community Centers

The Adult Basic Education programs in the City of Boston have found themselves in a unique situation. Twenty-six programs in the city have funding for community planning from the Massachusetts Department of Education. Because of their large number, the programs established the Community Planning Advisory Council (CPAC). CPAC acts as a central coordinating committee at the city level to support the programs' community planning work in their neighborhoods and coordinate programs' efforts city-wide. Each year, five programs are selected to represent the larger ABE community in the advisory council. The programs hired a consultant to convene the council and move the community planning process forward.

In addition to CPAC, the 26 Boston programs meet bimonthly. This body, called the Adult Literacy Initiative, was created a number of years prior to the start up of the community planning initiative. The Adult Literacy Initiative serves an important role in the community planning process. Along with the citywide work, each program site is active in a local coalition.

In 2002 and 2003, Mary Mello, the Adult Education Coordinator of ABCD LearningWorks, and Sandy Goodman, director of the Adult Learning Program of Jamaica Plain Community Centers, shared their perspectives on community planning. Mary served on the Community Planning Advisory Council (CPAC) in 2003 and is currently a member of the Downtown Initiative for Adult Literacy (DIAL). Sandy served on CPAC in 2001 and joined again in September 2003; she is also member/chair of a local partnership in Jamaica Plain. Mary and Sandy spoke about the work of CPAC, the relationship that this coordinating body has with the neighborhood coalitions and partnerships, and their own work in their neighborhood coalitions. What follows are the highlights of our conversations, with a focus on their work over the past year.

What roles have the Community Planning Advisory Council and the Adult Literacy Initiative taken in the Boston community planning process?

Mary & Sandy: The Massachusetts Department of Education, in recognition that the resources and assets and needs are shared, wanted something that came from the city of Boston. The function of the Community Planning Advisory Council was initially to develop a job description for a consultant to work with each coalition and pull the neighborhood pieces together. Every program contributes a portion of its Department of Education (DOE) community planning money into a citywide pool to hire a consultant to facilitate CPAC's work.

COMMUNITY PLANNING IN ACTION

Mary: The consultant also comes to the Adult Literacy Initiative bimonthly meetings of all the Boston DOE-funded programs. He provides updates and tells us, “This is what we are going to do next.” The announcements that he mails out remind us about issues we will be discussing and making decisions about in the next meeting of the 26 Boston-wide programs. He has due dates for everything and reports to CPAC about which neighborhoods are on or off track. Part of his job has been to call folks if those due dates lapse. This kind of system was set up because Boston stands or falls together.

The Adult Literacy Initiative meetings were not originally meant to be a citywide community planning meeting. When the city of Boston began to receive DOE money, the city became responsible for holding these bimonthly meetings. The providers who have been attending these meetings have been doing community planning in that we share information as providers already and have this vehicle for doing so. Sometimes you do not count what you are already doing.

Sandy: The bimonthly meetings have been a good vehicle for us to share information about what local partnerships are doing and give us a place to make administrative decisions about Boston-wide community planning matters. However, the focus on community planning has supplanted any other sort of work, information sharing or guest speakers that we might have.

How did the Boston programs coordinate their community assessment work?

Mary: The final draft of the Boston community assessment of assets and needs was due in June 2003. The advisory council worked with the consultant to ensure that the secondary data made sense and that this data and the data from our work in the neighborhoods which needed to be incorporated into the citywide report were flush. This work took place in a bimonthly meeting of the Adult Literacy Initiative.

Sandy: That was a fairly remarkable process. The qualitative data from the research done by the 26 programs were compiled. For the citywide report, the consultant had carried out staff surveys and compiled demographic information on our students that we were not necessarily going to put in our own reports. There was a lot for the Adult Literacy Initiative members to look at, mull over, and negotiate wording. The consultant had created a streamlined process. He asked, “Does everyone here agree with that? Let’s move on. Does anyone disagree? If so, then what? How do you want to see it worded?”

Mary: It was very important that the community assessment was a product of everyone, not just a small group. Everyone agreed that it was a priority. The process took time and effort, and there was a lot of hashing things out.

Sandy: There was also a pool of money to pay the consultant for a few hours of technical assistance to the different coalitions. It was great that people were available to help with the final writing for the community assessments in the neighborhoods.

COMMUNITY PLANNING IN ACTION

What is the strategic planning process that you are using in Boston?

Mary: The Community Planning Advisory Council has always urged programs to think one or two steps ahead. The consultant with whom the advisory council is working has asked us to think about how the data collected in our community assessments are going to be used in formulating our strategic plans and how the strategic plans are going to inform our upcoming five-year grants. I think that is why a lot of groups in Boston kept moving along because the consultant was there pushing us.

Before the end of the fiscal year, CPAC started working on the goals and objectives for the strategic plan for Boston-wide community planning. We worked on a draft, then presented it to the Adult Literacy Initiative. The group gave us feedback. We worked on it again. And that went around a couple times. We developed four goals with objectives for Boston citywide (See chart on following page).

At an ALI meeting, each DOE-funded program made a commitment to work on one of the four goals. And at the last ALI meeting, we physically broke into three different groups. The fourth goal was to include a neighborhood that does not have any DOE funding. Navin Associates (the consultant) and CPAC took responsibility for the fourth.

Each goal has a working group. Each working group has a consultant working with it, which I think is vital. They have set up their first meeting, and they are going to develop a plan. Because objectives and goals do not a plan make.

It is up to the members of the Adult Literacy Initiative to make a plan. The advisory council did not want to make a plan because this group is not going to be doing the work. Programs throughout the city are going to make this work.

How are the neighborhood coalitions organized?

Sandy: In some neighborhoods, there is only one DOE funded site. In other neighborhoods there are more than one DOE funded site. Some programs have sites in different neighborhoods. There are strengths and challenges to these different scenarios. The programs that have sites in different neighborhoods did not get additional money for community planning although they might participate in more than one neighborhood coalition.

In neighborhoods where there are more than one DOE funded site, programs have money to pool if they choose to. In neighborhoods where there is only one DOE funded site, programs carry more of a burden of balancing what the partnership wants to do in the neighborhood and what is required of you. For example, in a place like Jamaica Plain where we have been the only funded program until very recently, it is even more important to let the group decide the direction. I prefer to be part of a coalition that determines its own direction, but I still feel the pressure to fulfill the DOE requirements. Ultimately it has fallen on me to make sure we are on track with the requirements.

COMMUNITY PLANNING IN ACTION

Adult Literacy Initiative Goals and Objectives for the Boston area

Goal I: Improve the coordination of the Adult Education and Literacy system in Boston and its neighborhoods

Objective 1: *Improve linkages among Adult Education and Literacy providers
Find ways to share information about open slots*

Objective 2: *Improve linkages to job placement and job training providers.
Form one or more working groups as to ways to improve linkages*

Objective 3: *Improve linkages to employers
Provide training for coalitions on how to develop stronger linkages to employers*

Objective 4: *Improve linkages to the Higher Education system*

Goal II: Increase the resources for the Adult Education and Literacy system in Boston and its neighborhoods

Objective 1: *Advocate for maintaining and increasing existing resources such as English for New Bostonians and other such private/public partnerships*

Objective 2: *Promote corporate literacy campaigns such as the Verizon Foundation's check off campaign if money raised is earmarked for Boston programs*

Objective 3: *Improve linkages to employers
Provide training for coalitions on how to develop stronger linkages to employers*

Goal III: Increase public awareness of the need for Adult Education and Literacy services in Boston.

Objective 1: *Assist coalitions as needed in developing their strategic plans*

Objective 2: *Provide technical assistance to coalitions in carrying out their strategic plans*

Objective 3: *Explore ways to involve/include Mattapan stakeholders in the community planning process*

June 2003

COMMUNITY PLANNING IN ACTION

What challenges do you see coming up? For neighborhoods and CPAC?

Mary: We shall see. We have no experience doing this kind of thing in Boston.

The way that community planning is set up in Boston means that programs are going to be working with their own local coalitions' strategic plans and the city-wide strategic planning. We will be doing double duty, working on a city-wide strategic plan and our neighborhood plans. Our downtown coalition is including our citywide work as a goal so that we document our work all in one place.

It's important that somebody realizes that Boston is different. The people in the room are usually not the power brokers in this community. If you look at the way that community planning is supposed to go according to our guidelines, the partnership membership includes a mayor and police chief, and school superintendent ...not in Boston. The partnership members lack the authority to make the decisions to make this a meaningful exercise. I do not know how you get around that. That is my concern about moving forward, whether or not it is realistic.

COMMUNITY PLANNING IN ACTION

City of Boston Partnership, ABCD Downtown Coalition

Interview with Mary Mello

Year three

At the end of year 2, the partnership planned to survey the Downtown Crossing Association, whose membership includes businesses and nonprofits in our neighborhood, at their annual meeting. We were on the agenda, and we planned to distribute a one-page survey to the people attending the meeting. The previous year, there were about 300 in attendance.

We geared up to make a presentation about our community planning work. We were working with their staff people and were going to give a 10-minute presentation in which we explained Adult Basic Education and community planning. We planned to ask how we all can work together to improve services in the downtown area. We also planned to ask everyone to fill out a survey at the meeting. Then the Downtown Crossing Association did not have an annual meeting for 18 months. At the last annual meeting, everything was taken off the agenda because the Democratic Convention was coming to Boston. We sent out the survey to all the 800 or so members by email. But how many responses are you going to get?

What have you done to build the partnership?

We have been able to reach out in a concrete way to people downtown because we were all struggling. We asked ourselves, “What are we asking people to do? Are we just asking them to come to a monthly meeting?” People, I think, respond much better when you say, “This is what we need.” I made a lot of follow-up calls. We asked them to read the community assessment, comment on the data, and to sign off on the report. A lot of people said, “Sure, we will do that.” I do not think they would ever say, “I’ll sit down and write this whole thing.”

We were able to build our coalition that way, just by having something bottom line for these business, union, and non-profit folks downtown to work with. Many of the people who signed off on the assessment have advised me in the past and helped with different pieces of the data. Now we have a core group of nonprofits and businesses. I think people need to know what community planning and the strategic plan are about and what they want to do. Knowing what the partnership is about does not mean, “Oh we’ll all get together to improve the adult education services.” It is much more tangible than that. Hopefully, once they have something increasingly concrete, they will be able to work more with the process.

COMMUNITY PLANNING IN ACTION

How do you see yourself building the partnership in the coming year? What challenges do you foresee?

Populations that are not being served to the extent that we want them to be served is my first concern. I do not see resources in the form of funding forthcoming. Nonprofits and the state are all cutting back.

In downtown, there are five Department of Education-funded sites that are mandated to be in the partnership and one DOE-funded program that participates voluntarily. One goal of the partnership has been to increase collaboration between DOE-funded programs. We are asking these questions – Rather than have part-time volunteer coordinators, counselors, could we share full-time employees? It would be wonderful, but then we think, “Who will be the financial conduit? Will my agency agree to share a staff member with that agency?” These agencies have been downtown for years and competed for the same money for years and years. That makes a difference.

We are working on a draft of the strategic plan. The question is, “What will our agencies allow us to do?” Even though we may think it is a wonderful idea to collaborate and share with other downtown agencies, we are all parts of larger agencies and do not have the authority to make the decision for our agencies. That is going to be a big challenge that has already come up.

However, if we do not think through these logical steps, then it is just an academic exercise. In theory, this is something that you can do without increased resources.

COMMUNITY PLANNING IN ACTION

City of Boston Partnership, Adult Learning Program, Jamaica Plain Community Centers

Interview with Sandy Goodman

What was the focus of your coalition in the first two years?

A human service provider in the community initiated the coalition in Jamaica Plain (JP) in 2000. The Adult Learning Program at Jamaica Plain Community Centers has taken on a lot of the leadership since then. We invited everybody that we knew who did some adult education, which was and is still defined pretty broadly. In that first year, we had a meeting just to put together a brochure that promotes the adult education services in the community.

Some programs are not working in adult education exactly, but their work is related. They are interested in the intersection; that is why they keep attending. I send monthly updates of our coalition work and invitations to around 17 people who mainly work in workforce development and adult education in JP. We do not want to replicate a multi-service, multi-disciplinary coalition, so we made sure we had some connection to the larger, more multi-disciplinary coalitions that already exist in JP. We have representation from these larger coalitions in our ABE partnership. A small core group representing the library branches, Head Start, community-based youth and family programs, neighborhood/workforce development and Early Intervention regularly attend.

Our coalition has been more family literacy-focused, given the mix of members. The natural intersection with parents has been fruitful, e.g. for data gathering and surveys. For the people who come to the meetings, they are getting the same things out of it that I am. They are networking more and making connections. Their ideas are stimulated. There is a potential for funding down the road.

Another partnership link is the JP Neighborhood Development Corporation. This organization is what I hope to be our best link to the employers because they do so much workforce development. The employers have been harder to reach.

In fall 2002 we completed our community assessment report. We did not find anything that was new or surprising in our research, neither the secondary data that the consultants collected nor the primary that we collected in the community. Perhaps if full-time professional researchers did a comprehensive primary data collection research project, they might find something different. But a small group of non-professional researchers doing this work on top of their other duties and responsibilities is not going to be able to dig very deep. It is not that we skewed the data. It is just that we are in the community a certain way; there are certain people that our partners or we have contact with and can get the surveys to. Four hundred people in the community complete surveys, and twenty participated in focus groups.

COMMUNITY PLANNING IN ACTION

After the community assessment was submitted to the Massachusetts Department of Education, our coalition lost some focus. We were reeling from the task and waited for feedback, which came many months later. It is not that we could not move forward without the feedback, but it would have given us something concrete to go back to and look at together.

What work has your coalition been doing in the third year?

There was a lot going on late spring into summer 2003. The coalition had to regroup and start the strategic planning process. A number of us went to strategic planning training that was offered in the Boston area. Some other coalition members and I started talking with Chris Navin, the Boston consultant for community planning, about working with us on strategic planning in the coming year.

There is a tension between saying, “Let’s not create a plan for our community without more involvement” and getting people more involved in something when you can say, “This is what we’ve done. This is a concrete piece of work.” When we finished gathering our primary data last year, we felt that we had not gotten input from as many different sectors as we would have wanted. We felt that this was okay; we did not have to stop doing research just because we completed the community assessment.

For the strategic planning process we wanted more input from the non-profits and community service groups in Jamaica Plain. We wanted to get feedback from their perspective as both providers of services and employers. Human service agencies and health centers are the largest employers in Jamaica Plain. We also wanted to expand our partnership. The partnership has remained solid in the couple of years that we’ve been doing this work. We haven’t gotten as professionally diverse a group as we would like.

In May and June 2003, we sent out a survey to about 300 human service and health care providers in Jamaica Plain with a cover letter introducing our partnership. We enclosed the executive summary of the community assessment and a brief overview of our work over the last few years. The letter informed them that we were starting work on strategic planning and still needed their input in the process. We encouraged them to become a part of the process and invited them to a forum to look at the results of the survey and work on the vision statement together.

There is always a problem, especially with limited resources and staffing, that the list you updated a year ago is no longer up-to-date. There was not enough time to double-check the contact names and addresses. As a result, many surveys came back undeliverable, and we received few completed surveys. We followed up with phone calls and tried to complete surveys over the phone. We had more success with this method. The survey had three questions. The questions were:

- 1) In your agency or program, how do limited reading, writing, numeric, and basic English skills of *your employees* reduce their effectiveness? Please be specific.
Example: Direct service staff do not have the writing skills to adequately complete incident report forms.

COMMUNITY PLANNING IN ACTION

- 2) In your agency or program, how do limited reading, writing, numeric, and basic English skills of your clients, residents, constituents or patients reduce your agency's ability to serve them most effectively? Please be specific.

Example: Patients that do not read English are unable to follow medication instructions or are reluctant to travel to unfamiliar areas of the city to follow up on a referral.

- 3) What are 3 things about adult basic education and literacy that you would like to learn or discuss at the forum on July 23rd and/or at subsequent forums? Please be specific.

We were able to complete 36 surveys by phone. Our conversations were very interesting. People wanted to hear more about the meeting, and we faxed out flyers. It was interesting that some people talked about the limited writing ability of their college educated employees and the supervision efforts that go along with that issue.

Navin Associates compiled the results of the survey, and we held a forum in July. Everyone on the mailing list and the people who participated in the phone survey were invited. About 18 people attended, more than I imagined. We presented the findings and Executive Summary of our community assessment and distributed and reviewed the results of the recent survey.

We specifically asked the adult education providers who were not coalition members to attend; we wanted to showcase these providers. People at the meeting wanted to know what resources were available for their clients and employees. The people who did not work in adult education wanted to know more about our work. Then we broke up into small groups to review our draft vision statement and give feedback. We reconvened the large group to record the work of the breakout groups. I sent the notes from this meeting to everyone who participated in the July meeting or the survey inviting them to attend our September meeting and continue work on the strategic plan.

What are some next steps for your coalition?

We will continue to work on the strategic plan. In the near future I plan to send out the meeting minutes to the larger group and invite them to the next meeting. We were able to recruit one new member, who is an adult education provider. If we work on our strategic plan all fall and we do not diversify the coalition, I want to remember that there is still the opportunity to pull people together and review the document. One way we thought to broaden our core group is by using the strategic plan once it is created to call people back to present it.

What are some challenges for you?

When I am not involved in a group, there is a point where I do not want to keep getting information from them, even though I know it can be important. I am never sure when to stop the larger group mailing, start assuming that people are not going to get involved if they have not already, and just send mailings to the core group. I have a hard time sending things out to people who are not interested – it seems like wasted resources –

COMMUNITY PLANNING IN ACTION

paper, postage, time. However, this is a good time to keep everybody updated as we develop the strategic plan.

Another challenge for me is having the resources, time and the flexibility of staff to develop the partnership. Most of our funding is not flexible. The funding is not necessarily developed out of collaboration at a state or at a federal level so it makes it very difficult on the ground to be flexible and creative with money that is not flexible and creative. People who run programs all have different requirements. We cannot expect them to work around what is required for our program and collaborate when they have their own set of mandates.

My understanding is that these partnerships are really supposed to prepare us for designing our services when we come to do our refunding proposals, whether or not our partnership is made up of DOE funded programs. First, I do not think we are at that level to really share the resources that way. And second, the Department of Education does not fund most of the programs on our coalition, and members have *lots* of great ideas. They look to our program as the one with DOE money and come up with suggestions to do one thing or another. It is not exactly that the funding is not there. The difficulty lies in how the funding is structured.

We may be engaged in an exercise in envisioning what is not necessarily allowable or possible with the resources available. It is true that another goal of the coalition is to leverage and find more resources. However, the resources are shrinking right now. As a result, most of the burden will fall on the DOE-funded programs to provide the resources, with very limited dollars and minimal flexibility to determine program design/how they are spent.

COMMUNITY PLANNING IN ACTION

Cap Cod Partnership

Interview with Andrea Strout, ACCESS

What is a significant achievement for your partnership last year?

Our biggest achievement was completing the needs and assets report with the involvement of the partnership members. The partnership members were very involved in the “prework” – identifying the data needed, collecting the data, and analyzing it. The actual work of writing the report and putting everything together was the work of the community planning coordinators (Andrea Strout, Susan Ridenour and Terri Huff). That was a big job.

Another achievement this year is the direction that the Human Condition Project is now taking. There are now working groups, and the work is not being driven solely by the county. The Literacy Team, our partnership, is one of those working groups.

We have continued to find that the best way to keep our partners involved is to divide our work into projects that have a beginning and an end. A survey project that we conducted helped us to evaluate our membership and invite some new partners.

What were key factors in making this an achievement?

Considering our most significant achievement was completing the assets and needs assessment, a key factor in our success was that we talked to each other (partnership members and community planning coordinators). We discussed what we were discovering, what we needed to know, and made sure that the assessment findings and the report itself were clear. The factor that made us feel that this was a real achievement was that we got it done! It was a big job!

What are some important next steps for your partnership – in strategic planning and partnership development?

It is time for us to regroup as a partnership. The members of the Literacy Team have been working hard on the Human Condition Project and now have the partnership positioned as a workgroup of this project. We want to get back to the original mission of the partnership and make sure that it fits with what we have become. We have been working together for a long time and have a strategic plan that directs our work. We will look critically at our success in following our plan and then update it to move us forward.

COMMUNITY PLANNING IN ACTION

What are some challenges that you foresee for the coming year?

Our biggest challenge continues to be TIME – we just do not have enough of it. The work of the partnership continues to be driven by the community planning coordinators. Being just part time with such a large area we are coordinating, we never have enough time to tend to all that needs to be taken care of.

In addition to time, project development, including strategic planning, will challenge the commitment of our partnership this year. Any strategic planning process, if done effectively, moves an initiative forward according to the mission and vision of the group and by challenging the facilitators and the process. There is always an issue about the level of participation in any organization. Do we have the right partners involved? If not, how do we get them to the table? How much time can/will they give to the partnership? Have we developed our skills of persuasion to the level where we can “sell” Adult Education Community Planning and Project Development to the business community? It is our hope that at the end of this year we will answer a resounding YES to the questions that we ask ourselves each year.

There is really nothing we can do about the time limitations. We are going to continue to work hard to have the partnership set priorities and take on more responsibilities.

COMMUNITY PLANNING IN ACTION

HOLYOKE *JUNTOS* ABE Collaborative

Interview with Paul Hyry, Holyoke Public Schools

What are some accomplishments for the *Juntos* ABE Collaborative this past year?

This was a year in which a lot of the work we had done in building the *Juntos* partnership paid off in terms of public recognition. First, the Hampden County Regional Employment Board awarded *Juntos* its 2002 “Literacy Partnership Award” (the first such award it has given) at its annual meeting, which also served as a regional summit on workforce development. The mayor of Holyoke presented the award. The Regional Employment Board’s increasing interest in literacy was reflected in this gesture, as well as its sense that a collaborative like *Juntos* is contributing to workforce development. This recognition was helpful in building our own credibility and visibility and also, I believe, reflected the growing importance of the ABE system.

A second area of recognition for *Juntos* was its selection by the Office of Vocational and Adult Education (OVAE) at the U.S. Department of Education as one of 12 model “Community Partnerships for Adult Literacy” in the country. We had an intensive 2 ½ day meeting with them, showing them the programs that make up *Juntos* and the partnership. Their documentation will go up on the Community Partnerships for Adult Learning website - <http://www.c-pal.net> - and the exposure will be another boost for us locally. The visit was also good developmentally for *Juntos* because we had to ‘get it together’ for their visit.

Our Mass DOE program monitoring visit was important in that we were monitored as a collaborative. The monitors spent time at every program site, and they also spent time with the leadership group. The fact that the DOE is talking to the partnership instead of individual programs is a nice precedent. People from the schools were interviewed for monitoring and the OVAE visit. Higher level administrators became well versed in *Juntos*’ work and heard positive feedback from our monitors and visitors about what we are doing. Out of those accomplishments, along with the completion of the Holyoke community assessment, significant steps were made in the continuing process of the wider community seeing ABE as a system and *Juntos* as the local ABE partnership primarily constitutive of the system.

Our affiliation with an intern, Jennifer Mutchler, from the UMass Center for Public Policy & Administration assigned to the Holyoke Mayor’s office, was another event that parlayed nicely in terms of visibility. Her assignment was to prepare a policy paper and accompanying brief on an issue in Holyoke. The mayor chose ABE as the issue. Our community assessment of assets and needs benefited from her interviews with stakeholders and quantitative research. *Juntos*’ perspectives and conclusions were, in turn, melded into her project, which she presented to the Holyoke School Committee and in a community forum. The latter presentation resulted in some fairly hot discussion about racial and ethnic politics and how we talk about these issues in a community report about Holyoke.

COMMUNITY PLANNING IN ACTION

Information from the community assessment is getting put back out into the community in different ways. This is very important. For example, a four-page excerpt from the community assessment makes a bold and stark case, comparing the 325 or so seats in ABE programs against the estimated need of 9,000 to 13,000 people.

The work that was started on workforce development collaboration last year also continues. Career Point and *Juntos* direct staff, with Eileen Zewski from the Holyoke Employment Partnership at the Chamber of Commerce as facilitator, are meeting to share what we do, talk about what is hard with our work, and build a common agenda for future collaboration. In the first meeting, we met in small groups to discuss case studies. These were examples of difficult cases involving potential students and job seekers. ABE & Career Center folks shared how each would work with the potential student or job seeker in each case study and what they learned from the conversation. At the second meeting, staff members gave a presentation on workforce related curricula. About 30 people attend meetings: teachers, counselors, curriculum developers, and administrators. We think such a large turnout is crucial, because effective collaborative relationships need to come at the level of practitioners, not just administrators.

Holyoke Community College received a grant from the Kellogg Foundation to do a major community planning project to strengthen education for Latinos in Holyoke. Unlike similar initiatives across the country, Holyoke's project, *¡Avanza!*, has fully included Adult Basic Education from the very beginning. The statistics they used to get the grant came out of the Holyoke Employment Partnership workforce development audit. From the beginning, there has been a sense that HCC needs to be accountable to workforce development and the ABE communities as they develop their project. Because the ABE need is so significant in Holyoke, we cannot just look at Latino education without looking at adult need. We have ABE people on every committee.

Finally, we need to mention family literacy. Unlike a year ago, we now have two family literacy grants funded and a working family literacy coalition in Holyoke that is focused on coordination and integration of services to families and has a lot of overlap with *Juntos* and our work.

What are your plans for this year?

Obviously, we need to write a strategic plan. This involves getting our advisory council, which hasn't met for a few months, together and re-focused on this task now that the DOE strategic planning guidelines have come out. One key piece is looking at long-term goals. We've got to have some kind of numeric goals that are a stretch but not totally beyond the pale. One developmental goal we have been kicking around is to get up to serving 10 percent of the estimated need in Holyoke at any given time (from the 3% to 4% we can now serve). This would mean 900 slots for different kinds of programs and times of day rather than the 325 we have now.

In doing the strategic plan we need to think carefully about both priorities and political realities. The biggest example is that Native Language Literacy is so desperately needed,

COMMUNITY PLANNING IN ACTION

and at the same time public support for Spanish language programming is shaky. We have got to be very savvy, but at the same time develop a clear blueprint that says: if we *could* have an annual increase of \$100,000 (which buys a sequence of three classes) for the next few years, what new sequence would we add each year? What programming and at what center? If we can get this, we know what our priorities are, even if funding opportunities do not always match these priorities. Hopefully, the *¡Avanza!* initiative will provide some impetus for bringing in funds.

For the strategic plan, we want to keep figuring out our relationships to other partnerships and initiatives in the city, looking for resources and seeing what comes down the pike. There are nine or ten active community coalitions in Holyoke with which we need to keep figuring out our relationships because people from other constituencies need to have opportunities to give feedback on the community assessment. We are talking about putting together a coalition coordinators' meeting as a starting point. Our strategic plan needs to be linked to *¡Avanza!*, family literacy, and what the other initiatives in the community are doing. Here is an example of why this can be complicated: the four *¡Avanza!* committees are parent/family involvement, academic excellence, partnerships and resources, and anti-oppression. So—which committees does family literacy go in? Or plain old ABE, for that matter? All of them, right? Or should they all be subgroups of the family literacy initiative? What is the relationship between a committee and the family literacy coalition, the various issue-specific partnerships, and our coordination of services? Those are big questions that we are beginning to figure out, and that can only be figured out in practice (i.e., designer models about how it “should” happen from an efficiency standpoint do not just get magically transformed into practical realities).

There are people who I am not necessarily going to try to bring to our meetings just because we go to their meetings. That is, there is engagement, and it is not necessarily expressed through the meetings. Our advisory council plays a crucial role. It does not need to have the same membership as the governing bodies of these other coalitions. We do not need people from all these different areas at our table all the time.

We will also continue working to strengthen our collaboration with workforce development. The partnerships in Holyoke are quite solid, although we need to keep paying attention to make sure they continue to expand. Things are a little more complicated at the regional level. We need to stay in dialogue, internally within *Juntos* and externally, about how best to work with the REB and its LiteracyWorks initiative. Those are substantive, complex conversations.

Student involvement, at the widest level, also continues to be a challenge for our Advisory Board/community planning leadership group. Through last fall, when we were hot and heavy on the assessment, we had students at most meetings. However, there was a lot of turnover and we did not have any one or two students who were there the whole time or in central leadership roles. Student involvement is hard because many of the long-standing members like to chime in a lot and think and talk in certain ways, and I think it can be both boring and intimidating for many of our students to be in these meetings.

COMMUNITY PLANNING IN ACTION

It would be great if we could focus on all these things and not spend two months on crisis advocacy around the budget again this year. Of course this is beyond anyone's control, and we will always do advocacy—I just would love a break (like everyone!) from “backed-against-the-wall” advocacy. Regardless, we will continue to organize our advocacy work through email. Each *Juntos* partner has a list of people that s/he calls on as ABE advocacy allies. I get the Massachusetts Coalition for Adult Education (MCAE) spot by email, “Call so-and-so today with this message and get back to us on how it went.” and send it to each of our partners with a call for help. They forward the MCAE announcement with their own personal messages added to it. This really worked this past year—our local state representative kept telling callers that ABE was by far the number one issue that his office had been hearing about. And, several statewide officials told callers that Holyoke was the city they had been hearing from most at different points in the past year's campaign. There is no doubt that this is a strength that has been built out of this partnership.

COMMUNITY PLANNING IN ACTION

Massachusetts Career Development Institute (MCDI)/Westfield

By Sheila Kelly & Larry Bay

What is an accomplishment for your partnership this year?

Getting our Community Assessment of Assets and Need report approved by the Massachusetts Department of Education on the first try so that we did not have to redo anything! That was great because we could move on to the next step right away. And how did we do that? We have great community partners in Westfield who have always been willing to share. We also hired two consultants to integrate the information and come out with the great report that we have.

Above and beyond the official approval of the Community Assessment, the development of the document was hugely helpful in gathering partners who shared the vision of strategic planning and provision of services. All partners recognized the need for better interagency coordination.

How were you able to create a partnership in which members are willing to share and trust?

It comes from having a smaller community to work with. We have some very caring people and political leadership that care about the targeted population. People are willing to go that extra mile to help everybody in the community and address their concerns.

All of our partners are trying to reach out to each other to help the targeted population. It is the best thing about Westfield. Everyone is so willing to cooperate. This is one of the reasons why it is so great working in Westfield. We have great leaders and that makes a huge difference.

One of the beauties of living and working in a small city is the informality that fosters a comfortable working relationship between agencies. While a structured referral process is a necessary thing, service providers in Westfield have had the option of picking up the phone and expecting and receiving immediate action on behalf of their clientele. This has created a mutual respect among service providers that in many ways made the formation of this partnership much easier than those in larger communities.

What are your plans for the strategic planning process?

We have begun the strategic planning process. We are working on our goals. We have talked about breaking up the larger partnership into three separate committees.

Our plan is to develop subcommittees to explore the needs of workforce development, adult basic education, and family literacy. These subcommittees will then meet together to develop a strategy which will best be able to address the widest range of needs while

COMMUNITY PLANNING IN ACTION

taking advantage of each partner's strengths. As this group evolves, more partners can be added and a greater geographic area covered, including the hilltowns around Westfield.

The partnership believes that workforce development is the single most obvious need to be addressed. By its very nature, it will affect everyone in the community. Given the current economic climate, this is an extremely difficult time to get private industry to buy into this endeavor in any way that will impact its bottom line in the short term. The Regional Employment Board, Career Point, and city government will need to be active players.

One of the long-term goals is to try to open a Career Center satellite program here. Holyoke is such a long way off. It has been suggested that we attend some of their meetings to let them know who we are and what we do. Another challenge would be to try to find some money to expand our services or add an ESL class in the evening.

What are some plans for your partnership this coming year?

We are trying to recruit additional partners. I do not mean to say we need a bigger group, but certainly expanding the membership of subcommittees dealing with certain goals and issues would be appropriate. I did recruitment at a Health Fair sponsored by Head Start for parents, and the Salvation Army from Westfield was there. Gail, a representative from the Salvation Army, is someone I have known for many years. We both agreed that we should be sitting down at the same table. We should all know what is going on within the city for education, grants that would benefit our students, etc. She is a very enthusiastic partner. We are also trying to get separate groups that are striving towards similar goals to sit down at our table.

There is a downtown revitalization group in Westfield. This group is concerned about business revitalization. An Adult Basic Education program located in downtown Westfield should be considered part of this group. Our students are also their customers. I think the business community should look at our students as part of the solution.

The Community Development Corporation Director came to our last meeting. The Director shared some valuable information, and mentioned some ways that our partnership could branch out to different organizations.

MCDI was invited to a meeting at the Westfield School Department concerning Special Education needs. Because no one from MCDI could attend the meeting, one of our partners from the Westfield Schools shared the DOE's goal template with the group. The template is in line with what the Westfield School Department is trying to accomplish with their Special Education Department. I think that this was a nice link. "Here's the template. All you have to do is follow it. It is coming from the group of community planners." It is an example of another group in Westfield that is trying to identify the priority needs and goals of the community. Being invited to that group was another step in the process. Having a community partner share our resources with that group – it is Community Planning at work. We are going to try to keep that contact.

COMMUNITY PLANNING IN ACTION

It is not only others coming to our group; we are going to their groups. We have some key people that are helping us meet our goals. We are going to try to do a little bit of everything. Whatever it takes to make this work.

COMMUNITY PLANNING IN ACTION

Somerville Adult Literacy Community Planning Partnership (SALCPP)

By Susan Riley, SCALE

What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

A great deal of discussion, research, writing, and collaboration was required to complete our assets and needs reports. Listening to the opinions of different board members regarding priorities for Somerville was enlightening and often fascinating. Oftentimes, it was amazing to see the extent to which people sometimes do not understand how other organizations are structured and, in brief, how things “work” in the city. For example, some board members did not understand the extent to which the Somerville Public Schools support SCALE’s activities.

After doing our best to familiarize each board member with the activities of the other organizations represented on the board, we turned our attention to producing a report that would paint a picture of Somerville that would be clear even for those who are not familiar with the city. The report involved a sustained effort of several people who had a good grasp of how to locate the necessary data, interpret it, and make thoughtful prognostications from the data.

What are some important next steps for your partnership—in strategic planning, partnership development, and so on?

At our last meeting, the consensus of the group was that our primary goal would be to develop native language literacy programming for the Haitian population. We need to revisit this goal, recheck the supporting demographics, and determine if this is still the most important goal for the board.

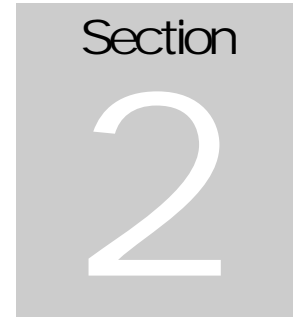
What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

As in previous years, the composition of the board is somewhat fluid due to the number of participants who have left their Somerville-based jobs. Regrettably, once the job link disappears, the connection to the board withers. We continue to have a core group of members, and through this group we are attempting to re-fill the board. This is a time-consuming task, however, and time is more than ever at a real premium for everyone. Potential new members need a guarantee that their involvement will actually lead to something important and that their time cannot be better spent elsewhere. This is a particularly acute issue in Somerville where there is already significant overlap in the mission and activities of many groups.

We have set our meeting schedule for the year, and we hope to have a full group at each meeting. We need to be more flexible in eliciting input from various interested parties. Perhaps we can develop a questionnaire through which community people can provide

COMMUNITY PLANNING IN ACTION

input without the need to attend the meetings. Simply stated, we need to get our work done more quickly and efficiently. I am not convinced that the community planning model endorsed by the Department of Education is the best one for a field that is already filled with people doing extra jobs. This extends past the adult education community to actual and potential board members from community colleges, transitional assistance, and human services.



PARTNERSHIP PROFILES

COMMUNITY PLANNING IN ACTION

ACCESS

Andrea Strout – Community Planning Contact Person

Phone: 508-548-0151 x135

Email: atstrout@earthlink.net

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------------------------------------|---------------------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input checked="" type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input checked="" type="checkbox"/> | Project Coordinator / Director |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input checked="" type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |



A detailed account of Andrea’s experience in year three can be found in the narratives and interviews section.

COMMUNITY PLANNING IN ACTION

Action for Boston Community Development, Downtown Adult Literacy Program

Mary D. Mello – Community Planning Contact Person
Phone: 617-357-6000 x7541
Email: mello@bostonabcd.org

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | _____ | Executive Director |
| _____ | Associate Director | _____ | Counselor |
| <input checked="" type="checkbox"/> | Adult Education Coordinator | _____ | Tech Coordinator |
| <input checked="" type="checkbox"/> | ADA Coordinator | _____ | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| _____ | One city or town with one ABE CP Partnership |
| <input checked="" type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| _____ | Several cities or towns with one ABE CP Partnership |
| _____ | Several cities or towns with more than one ABE CP Partnership |



A detailed account of Mary’s experience can be found in the narratives and interviews section under City of Boston Partnerships.

COMMUNITY PLANNING IN ACTION

Cambridge Adult Education Community Planning Group

Antoinette Basualdo Delmonico – Community Planning Contact Person

Phone: (617)661-9406

Web site: www.conciliohispano.org

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|--------------------------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC):

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....

Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

The Cambridge Adult Education Community Planning Group's significant achievement has been the completion of the Needs & Assets report and the initiation of Strategic Planning. The group's leadership has done an excellent job at bringing a diverse group of individuals to the table to talk about the community's needs & assets. The planning group members include those who work directly with adults to those who work directly with children and families. Having broad perspectives at the table helps us to really begin a strategic planning process that is encompassing and holistic and not so narrowly focused that it cannot touch the lives of the community at large.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

The next steps include turning the strategic planning into real events and actions. It also means moving toward strengthening the planning group, by continuing to be visible in the community. The group has made networking and communicating with the community important parts of this next step.

COMMUNITY PLANNING IN ACTION

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

A challenge to moving forward in strategic planning, besides funding, is making sure that the members of the group and the leadership are not overwhelmed by the plans set forth. Involvement in the planning group is an additional responsibility for many of the members. We need to make sure that the action to be taken does not overextend the leadership, nor the members, yet can move the group forward in a realistic and effective manner so that we can make changes in the condition of ABE in the community.

COMMUNITY PLANNING IN ACTION

Central Berkshire County ABE Community Coalition

Claudine Chavanne – Community Planning Contact Person

Phone: 413-637-0373

Email: claudine@capital.net

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|--------------------------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC):

ABE/ESL program for individuals age 18 or older, based at the Adult Learning Center in Pittsfield, with additional support from other ABE providers in Berkshire County. Programs vary from classes to one-on-one tutoring. The majority of the programs are free to qualifying individuals.

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input checked="" type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

Our partnership is getting better and better at problem solving ABE related issues on a community wide basis through a collaborative approach that identifies common issues, brings viable resources to the table, and promotes successful outcomes.

Recognizing that strength comes in numbers, ABE providers in central Berkshire joined their counterparts in northern and southern Berkshire and added other ABE supporters to create a countywide Literacy Committee. The expansion has been particularly effective in creating one strong voice for all the ABE providers in the county on key issues. It has also allowed ABE providers in this geographically large region to use their combined resources in resolving fiscal, social, and communication challenges.

Meetings are held on a quarterly basis, have a clearly identified agenda, start and end on time, focus on two ABE key issues per meeting, and assign responsibility for action

COMMUNITY PLANNING IN ACTION

items. As time permits, additional networking and program updates occur. The Committee chair also issues a meeting synopsis and conducts follow up calls, as needed, to promote successful outcomes.

One large area of success has been the committee's work in providing influential and timely information about ABE programs and challenges to the Berkshire legislative delegation so that they could more effectively advocate for the local and state ABE budget this year. Just prior to and during the budget debate, the Committee developed a Fact Sheet with up-to-date statistics and compelling testimonials from ABE students, met with the legislative delegation on two separate occasions to answer their questions and provide more in-depth information regarding the ABE community and support programs, and released their Fact Sheet findings to the press.

This collaborative approach to identify common issues and bring viable resources to the table is also being used to enhance ABE marketing efforts, strengthen networking and communication between providers and supporters, promote a more effective referral and follow up system, and resolve budget issues through group purchasing.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

A formal Strategic Planning committee comprised of community stakeholders who can best address the ABE issues outlined below will be formed this fall.

Some strategies for the business-education partnership component have already been identified, including a business/education conference to explore workforce development issues, and a survey for the Berkshire Competitiveness Council jointly sponsored by the Berkshire County Regional Employment Board and the Berkshire Chamber with input from the ABE community. Both will need extensive support.

Finding potential leaders who will carry on the plan after June 2005 will also be a major challenge.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

The ABE infrastructure has been hurt by budget reductions in 2003 that eliminated staff, key services, and in some cases, entire support programs throughout the ABE community. The local and countywide partnerships will need to re-prioritize their most compelling issues, expand their collaborative approach to problem solving, and continue advocating for ABE programs to the local communities and legislative delegation.

Business-education partnerships have traditionally been a challenge due to a number of factors, including misconceptions about each other's programs; the historical, political, social and operational divisions between the business and education communities; differing skill sets; and a lack of time in both communities to participate and lead these

COMMUNITY PLANNING IN ACTION

partnerships. In spite of these drawbacks, it is these very partnerships between businesses and educational providers that will most likely soften the negative impact of budget reductions on unemployment/underemployment, skill training and work ethic, transportation, affordable housing, and the top social issues identified in a recent United Way study. The Strategic Plan will most likely need a business-education component with clearly defined action steps that can be effectively implemented within a realistic timeframe and budget.

Immigration, legal and otherwise, continues to increase in spite of budget cuts for support programs, tightened immigration policies, and the increased challenge to communities that this population brings, including an increased need for ESOL education and funding, job training, affordable housing, and health care. The solution will undoubtedly be tied to on-going advocacy and marketing for both realistic budgetary and outreach/marketing supports.

Adults in need of Basic Skills continue to be one of the more elusive ABE populations within the ABE community. A stronger business-education partnership and an increased marketing/outreach program countywide should have a meaningful impact on this underserved population.

A surge in the young ABE population (students under age 24) brings unique challenges to ABE providers, particularly with regard to their lack of coping skills as compared to other age groups. An outreach group led by a young adult has already made inroads in south county and could serve as a model countywide.

COMMUNITY PLANNING IN ACTION

Everett Literacy Program

Meg English – Community Planning Contact Person
Phone: 617-394-2318
Email: elitercy@rcn.com

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------------------------------------|-------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input checked="" type="checkbox"/> | Tech Coordinator |
| <input checked="" type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....

Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

The Assets and Needs Report helped identify areas where ABE is needed in the city. Identifying partners and potential partners was useful as well.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

Fundraising is of primary importance, as is conducting another survey of the community regarding ABE issues. We are looking to secure a space of our own to expand the program to daytime classes & GED classes.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

Finding the time to meet with partners and maintaining momentum on next steps.

COMMUNITY PLANNING IN ACTION

Hampshire and Franklin County ABE Community Partnership

Phyllis Robinson – Community Planning Contact Person
Phone: 413-659-3081
Email: pfierrorob@aol.com

1. Please check all of the following jobs that you hold:

- X Community Planning Coordinator
Associate Director
Teacher
ADA Coordinator
Executive Director
Counselor
Tech Coordinator
Other (please explain)

2. Type of Program (LEA, CBO, Higher Ed, CHOC): CBOs

International Language Institute, Center for New Americans, The Literacy Project

3. Please check which statement best describes your Community Partnership:

- One city or town with one ABE CP Partnership
One city or town with more than one ABE CP Partnership
X Several cities or towns with one ABE CP Partnership
Several cities or towns with more than one ABE CP Partnership

Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

I think the most significant achievements were the completion of our assessment, the wonderful feedback we have received from our partnership, and their excellent attendance at the meetings when we asked them to participate in helping us determine the implications of the data for strategic planning.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

First, our original core group needs to meet to talk about timelines and the composition of the core group. We need to widen the core circle to include the folks like the Career Centers, Youth Program folks, Corrections and other ESOL and under-served people mentioned as key players in the implications section of our assessment. We also need to scale down the assessment and make it a reasonable size to be of use. There are also statistical errors that will need to be corrected before a press release goes out. I think that

COMMUNITY PLANNING IN ACTION

a press conference to which we can invite some of our county political leaders might also be a good thing.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

Getting the right people to the table. We don't want to waste people's time. Strategic planning is in adult education, and this means the partnership will be narrowed to those who are direct stakeholders in adult education services. This doesn't mean that we won't share and get input from the larger partnership. I think that the terms *core*, *supporting* and *enabling* are excellent ways to envision the different levels of partnership.

We met recently and changed the names in the partnerships. We are now calling our core team the Planning Team. The Planning Team will also be in the Core Partnership. The Core Partnership will be responsible for the strategic plan. The Core Partnership will get input from Resource Partners who are impacted by adult education programming and our Supporting Partners who are interested in adult education generally. Our Supporting Partners are those who might be willing to attend one meeting a year or interested in receiving communications about the process because they were our partners during the assessment phase.

COMMUNITY PLANNING IN ACTION

Holyoke *JUNTOS* ABE Collaborative

Paul Hyry – Community Planning Contact Person
Phone: 413-534-2026
Email: phyry@hps.holyoke.ma.us

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|--------------------------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC):

Holyoke Public Schools, HALO Center, CARE Center, Community Education Project, MCDI-Holyoke, New England Farm Workers' Council, Mentor Program at Holyoke Community College

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....

For a detailed account of Paul's experience please see the narratives and interviews section.

COMMUNITY PLANNING IN ACTION

The Immigrant Learning Center, Inc.

Kathy G. Smith – Community Planning Contact Person
Phone: 781-322-9777
Email: ksmith@ilctr.org

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------------------------------------|--------------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input checked="" type="checkbox"/> | Director of Development |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

The Malden ABE Community Planning Advisory Council is working to establish a pilot, intermediate-level ESL class in partnership with Malden employers. Based on our Needs and Assets Report, some employers indicated that 50% of their job applicants lacked basic job, computer and language skills and were considered unemployable. The Council is seeking public and private funding to hire a Teacher/Consultant who will work with Malden employers to determine their workforce needs and design the pilot class based on those needs. The Teacher/Consultant will also work with employers to develop salary and career ladders for employees who successfully complete the class. Supervisors will be informed of employees' attendance and progress, which will become part of their personnel files.

The class size will be approximately 21 students, comprised of employees from participating employers. The class will meet twice a week for three hours each session. Each session will run 16 weeks, three sessions per year. Optimum class times would be from 2:00 – 5:00 p.m. or 3:00 – 6:00 p.m. to accommodate employees' work shift schedules with minimal impact or interruptions in production or services. Council members have agreed to donate in-kind services for office and classroom space, student

COMMUNITY PLANNING IN ACTION

assessment and evaluation services, and fiscal oversight and management of grant funds. We will also ask employers to provide employees early release time near the end of their shifts to attend class. Several Malden-based employers (manufacturing, retail) will be invited to a Council meeting in the near future to hear a presentation on this proposal. We are deeply grateful to one of our business partners who gave us valuable information on structuring a class that would be mutually beneficial to both employers and employees.

The Malden ABE Community Planning Advisory Council has been diligent in building a partnership based on mutual respect and trust. We have remained a strong collaboration throughout our existence even though some participants are no longer involved. We continue to bring on board new partners who bring different perspectives and “voices” to the table. Each meeting has been informative and productive, providing the momentum that keeps the partnership effective. We share a mutual respect for the organizations and programs we represent and visibly support those efforts in the community as event sponsors or by attending meetings and writing letters of support for grant proposals. Partners also see each other as available resources to get help in a number of areas, including event planning, fundraising and operations strategies. We also refer constituents to the appropriate organization within the partnership whenever possible. We are very excited about the work we are doing together and look forward to another great year.

The partnership received an exemplary evaluation in March 2003 by the Massachusetts Department of Education. This was part of the evaluation process of the Immigrant Learning Center, Inc. that spearheads the Malden ABE partnership.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

The Council will continue to fine-tune its strategic plan, which is based on the educational needs of native- and foreign-born Malden residents, and to identify partners within and outside the Malden community who can provide financial and other support services. If the pilot class goes well, we want to expand the program to offer more classes and add additional levels, based on available funding.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

Securing funding for our partnership initiatives will be difficult in an environment of budget cutbacks and adult literacy program closings. Also, it is critical to avoid tapping donors who currently fund program and operations support for our partners’ respective agencies and organizations. We recently submitted a proposal to the City of Malden for first-year funding of the pilot class and are waiting for a response. We are also conducting ongoing research on the Internet for prospective local, regional and national donors who focus on adult literacy initiatives. Educating the business community about the need to invest in the workforce will remain a priority with the partnership.

COMMUNITY PLANNING IN ACTION

Jamaica Plain Community Centers, Adult Learning Program

Sandy Goodman – Community Planning Contact Person
Phone: 617-635-5201
Email: s_goodman@hotmail.com

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|--|-------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | _____ | Executive Director |
| <input checked="" type="checkbox"/> | Coordinator, Adult Learning Program | _____ | Counselor |
| _____ | Teacher | _____ | Tech Coordinator |
| _____ | ADA Coordinator | _____ | Other (Please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| _____ | One city or town with more than one ABE CP Partnership |
| _____ | Several cities or towns with one ABE CP Partnership |
| _____ | Several cities or towns with more than one ABE CP Partnership |



For a detailed account of Sandy’s experience please see the narratives and interviews section under City of Boston partnerships.

COMMUNITY PLANNING IN ACTION

Lawrence Adult Learning Center

Marilyn Doyle – Community Planning Contact Person
Email: mdoyle@lawrence.k12.ma.us

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------------------------------------|---|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input checked="" type="checkbox"/> | Program & Assessment
Facilitator |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

Pursuant to the Lawrence ESOL Steering Committee’s Plan to facilitate additional classes in Lawrence, and through money from the Mayor and the Workforce Investment Board, a Literacy Facilitator was hired. She has been promoting the involvement of local business partners in supporting innovative models of family literacy, ESOL and workplace literacy for Lawrence residents.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

We, as are all other ABE Community Partnerships, will be working on developing a long and short-range strategic plan. We also need to broaden the partnership to include employers and to develop a more diverse membership.

COMMUNITY PLANNING IN ACTION

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

Our biggest challenge will be raising money. Lawrence Literacy Works has planned a fundraiser in October to kick off the year and to bring business representatives together for a day of literacy awareness.

Another challenge is involving businesses and employers as partners. We are hoping that the October fundraiser/social is an opportunity to encourage businesses to become more engaged in the partnership.

COMMUNITY PLANNING IN ACTION

Lowell Adult Education Center

Elaine Nugent – Community Planning Contact Person

Phone: 978-970-5418

Email: nugentelaine@hotmail.com

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|--------------------------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input checked="" type="checkbox"/> | Teacher-Even Start Program | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **Lowell Public Schools**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

A significant achievement for the Lowell ABE Community Planning Partnership is the primary data collection that documents Lowell adult residents’ strengths and disparities of knowledge and use of a broad array of educational and employment training opportunities, as well as access to health and human services. One key factor in making this an achievement was the sharing of partnership member agencies’ reports, focus groups, surveys, and community conversations.

The membership included representatives from the ABE population, ABE providers, Lowell K-12 Schools, Middlesex Community College, University of Massachusetts Lowell, Regional Employment Board, Lowell Career Center, Department of Transitional Assistance, City of Lowell Planning and Development, Pollard Memorial Library, Lowell Health Department, Lowell Community Health Center and many additional health and human service agencies. Another key factor was the fine work accomplished by the Lowell Adult Education Center’s staff and student leadership driven teams in conducting and analyzing focus groups and community surveys.

COMMUNITY PLANNING IN ACTION

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

Some important next steps for our partnership during the strategic planning stage include:

- Aligning the City of Lowell's Five year Strategic Plan with the goals of the Lowell ABE Community Planning Partnership to utilize resources efficiently,
- Outreaching to groups in need of services, especially the immigrant population (almost half of Lowell's population),
- Promoting the Lowell Continuum of Care System by keeping its mission of helping the homeless and providing affordable housing at the forefront of community development
- Continuing efforts to engage the area's employers in the partnership,
- Addressing the issue of ESOL waiting lists, and
- Strengthening the existing continuum of services for learners as they progress through levels of ESOL and GED instruction and beyond into higher institutions of learning.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

One very realistic and significant challenge for the coming year is striking a balance between economic development and housing costs in the City of Lowell. Lowell has the second highest rent of any city in the state of Massachusetts. The Lowell partnership's intent to address the housing issue will require vigilant efforts in promoting awareness of this issue for adult learners and their families.

Availability and access to job training programs is another relevant challenge that will continue to require innovative thinking on the part of all members as we continue to work with the Career Center and try to draw upon employers' participation in the partnership.

Another struggle will be to open enough classes for foreign-speaking adults to learn the English language (since there are often waiting lists for specific level classes) with the current financial resources that are received from both the city and state. Partnering with additional city agencies to explore revenues for more ESOL satellites will be researched.

COMMUNITY PLANNING IN ACTION

Massachusetts Career Development Institute - Westfield

Sheila Kelly & Larry Bay – Community Planning Contact Persons
Phone: 413-532-2683 & 413-568-1716
Email: skelly3183@aol.com

1. Please check all of the following jobs that you hold:

<u>LB, SK</u>	Community Planning Coordinator	<u>LB</u>	Executive Director
<u> </u>	Associate Director	<u> </u>	Counselor
<u>SK</u>	Teacher	<u> </u>	Tech Coordinator
<u>LB</u>	ADA Coordinator	<u> </u>	Other (please explain)

2. Type of Program (LEA, CBO, Higher Ed, CHOC):

3. Please check which statement best describes your Community Partnership:

<u> X </u>	One city or town with one ABE CP Partnership
<u> </u>	One city or town with more than one ABE CP Partnership
<u> </u>	Several cities or towns with one ABE CP Partnership
<u> </u>	Several cities or towns with more than one ABE CP Partnership

.....

A detailed account of Sheila & Larry’s experience can be found in the narratives and interviews section.

COMMUNITY PLANNING IN ACTION

Mount Wachusett Community College ABE Program
Community Planning Collaborative (CPC)

Jeremiah Riordan, ABE Community Planner – Community Planning Contact Person
Phone: 978-630-9269 (MWF), 978-772-0405 (T, Th)
Email: j_riordan@mwcc.mass.edu

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------------------------------------|--------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input checked="" type="checkbox"/> | Coordinator |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input checked="" type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

The completion of the comprehensive Needs and Assets Report was a significant step forward for our program. Not only did it give us great information from the community and insights for the future of the ABE program, it also allowed various agencies that are going through difficult times to form cross-over relationships. These relationships benefited our respective clients, by allowing cut programs to transfer some of their clientele needs to programs remaining in existence.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

The partnership will need to begin a process of rejuvenation, as many members have withdrawn from being as active as they once were, due to increased cuts in their program budgets and because some partners were recruited during better economic times. This outreach process has been on-going, and a major drive forward to re-establish partnership growth is underway. This process is crucial and has been minimally successful to date.

COMMUNITY PLANNING IN ACTION

The Strategic Planning process has already begun, and the best strategic planning will be done with a more developed partnership. This should be ASAP, so that the new members can become well informed and geared up for effective strategic planning.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

See above. The atrophied partnership has been something that I have worked hard to revive. Many agencies that were once strong or at least adequate with support staff are now cut to the bone (some gone completely), and I am working to find replacements. The Leominster family Literacy Pilot Project has been a great addition.

An additional challenge has been working with two vastly different communities and in two very different community partnerships. Forcing them into a single unit has been very successful, but I have made significant efforts in working with subgroups to be sure needs and assets respective to the individual communities of Fitchburg, Gardner, Leominster and the communities around Devens have been singularly represented. This was almost like writing multiple Needs and Assets reports, one for each town. Additionally, since this process is part of an on-going strategic planning initiative, consideration should be given to regularly re-visiting the Needs and Assets report and updating it to best represent the communities.

Lastly, there are significant differences in the profiles of the core populations in the mostly blue-collar, suburban to urban population of approximately 100,000 of Gardner, Fitchburg and Leominster and the towns making up the surrounding Devens community. The numerous small towns surrounding Devens are mostly affluent, suburban to rural communities, representing 70,000 residents. Combining the assessments was a very difficult process as much of the report may read like a comparison of the “haves” versus the “have-nots.” For the reason of fair assessment of needs, the towns of Ayer, Groton, Harvard, Townsend and Pepperell were included in the Devens component of the assessment, due to the fact that much of the Devens student body comes from just a town or more away to attend the Devens program. Additionally, the needs and assets of each community have been divided into two separate reports regarding community profiles and needs and assets.

In hindsight, were the process of needs and assets to be repeated, I would strongly recommend completely separate assessments be done to best represent and service the cities and towns of the North Central region. Accurately assessing the needs and assets of 170,000 people in two different communities has resulted in difficulty getting a in-depth profile of any one city or town. Due to Leominster and Fitchburg each having a population of approximately 40,000 and Gardner’s population numbering 20,000, an accurate assessment may require individual community planners for each city (similar to Randolph, Fall River, etc).

COMMUNITY PLANNING IN ACTION

NECC Amesbury Adult Learning Center

Irene Chalek – Community Planning Contact Person
Phone: 978-738-7621
Email: ichalek@necc.mass.edu

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|-------------------------------------|---------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input checked="" type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input checked="" type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

Formalizing the partnership by applying for 501(c)3 status. The partnership wants to be a separate entity in order to support adult literacy initiatives.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

On-going recruitment and eventual location for a center.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

More member involvement; creating sub-committees; reaching the immigrant population.

COMMUNITY PLANNING IN ACTION

SCALE

Susan Riley – Community Planning Contact Person
Phone: 617-625-6600 x6920
Email: willie4841@aol.com

1. Please check all of the following jobs that you hold:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Community Planning Coordinator | <input type="checkbox"/> Executive Director |
| <input type="checkbox"/> Associate Director | <input type="checkbox"/> Counselor |
| <input type="checkbox"/> Teacher | <input type="checkbox"/> Tech Coordinator |
| <input type="checkbox"/> ADA Coordinator | <input checked="" type="checkbox"/> ABE Program Administrator |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**

3. Please check which statement best describes your Community Partnership:

- | |
|---|
| <input checked="" type="checkbox"/> One city or town with one ABE CP Partnership |
| <input type="checkbox"/> One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> Several cities or towns with more than one ABE CP Partnership |



A detailed account of Susan’s experience can be found in the narrative and interviews section.

COMMUNITY PLANNING IN ACTION

Webster Adult Basic Education

Leslie Baker or Terri Stone – Community Planning Contact Persons
Phone: (508) 943-9613
Email: night-school@usa.net

1. Please check all of the following jobs that you hold:

<u> </u> LB	Community Planning Coordinator	<u> </u> TS	Executive Director
<u> </u>	Associate Director	<u> </u>	Counselor
<u> </u>	Teacher	<u> </u>	Tech Coordinator
<u> </u>	ADA Coordinator	<u> </u>	Other (please explain)

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**

3. Please check which statement best describes your Community Partnership:

<u> X </u>	One city or town with one ABE CP Partnership
<u> </u>	One city or town with more than one ABE CP Partnership
<u> </u>	Several cities or towns with one ABE CP Partnership
<u> </u>	Several cities or towns with more than one ABE CP Partnership

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

The Webster Adult Basic Education program had a significant achievement in the addition of a GED Component in February 2003. With the expansion of the program, a Community Planner was hired to focus on both short and long term planning. We are continuing our efforts to meet and expand services in Webster, Dudley, and Uxbridge.

Our partnership was able to continue with the Oral Health initiative we began by finding and hiring the Southern Worcester County Oral Health Coordinator. The initiative will continue this year.

The Assets and Needs Study for ABE was completed, reviewed and accepted by both the Council and the MA Department of Education Review Committee.

The Council held “Book A Cruise” a self-created literacy program which was a collaboration between both social and civil service agencies to support and promote family literacy.

COMMUNITY PLANNING IN ACTION

We completed and submitted our third application for the 21st Century Grant attempting to address the needs of our at-risk youth and their families.

The Council also spent time planning a Healthy Communities-based symposium project scheduled to take place in November 2003. The community wide symposium will provide an opportunity for addressing and managing social change in Webster.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

We are meeting with our partners to develop a regular meeting schedule for the next calendar year. Our goal is to develop and publish Webster's Strategic Plan. The major activity planned to further develop communication and collaboration is a community-wide symposium scheduled for late fall. This forum will offer something to most of the factions in our community: business, parents, elders, youth, elected officials, media and religious groups. Our goal is to increase contact and provide a basis for building bridges between groups. This work should further define gaps or needs within the community.

We hope to increase the level of participation in subcommittees of our council. We would like to see more people engaged and subcommittees more active within their area of expertise by planning events, activities, or further ways to address needs and assist in building bridges in gap areas.

We realize a need to increase the visibility and familiarity for the Council as a whole and our mission within the community.

We are also striving to make expanded contact with all aspects of the local community that may need to become aware of our program. Outreach will be made to all school guidance departments, libraries and literacy hubs within our area to promote the ABE and GED Program.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

We expect to unite the Southern Worcester County Adult Education Community in developing a shared GED Testing Schedule.

We would like to further the coordination of services between community members, possibly with the representation of the Webster Adult ABE/GED program at Workforce Central on a regular basis.

The Council will continue to analyze the gaps identified in the Assets and Needs study and pursue the programs and funding needed to fill those gaps.

The Council will complete the Strategic Plan and garner the support of key decision makers within the community.

COMMUNITY PLANNING IN ACTION

**Worcester Adult Learning Center, Quinsigamond Community College,
Mass Job Training Inc.**

Karen Chaparian – Community Planning Contact Person
Phone: 508-853-2300 x4835
Email: karenrchap@yahoo.com

1. Please check all of the following jobs that you hold:

- | | | | |
|-------------------------------------|---------------------------------------|--------------------------|------------------------|
| <input checked="" type="checkbox"/> | Community Planning Coordinator | <input type="checkbox"/> | Executive Director |
| <input type="checkbox"/> | Associate Director | <input type="checkbox"/> | Counselor |
| <input checked="" type="checkbox"/> | Teacher | <input type="checkbox"/> | Tech Coordinator |
| <input type="checkbox"/> | ADA Coordinator | <input type="checkbox"/> | Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **ABE ESOL**

3. Please check which statement best describes your Community Partnership:

- | | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | One city or town with one ABE CP Partnership |
| <input type="checkbox"/> | One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> | Several cities or towns with more than one ABE CP Partnership |



Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

A significant achievement for the Worcester partnership is the huge increase to our partnership in membership, interest, and active participation in projects. Key factors in making that happen were the immense interest in the data presented through the Assessment of Assets and Needs Report and the realization that the problems related to adult education need immediate and focused attention. Worcester’s mayor has taken a very pro-active role and, as a result, many new community leaders have become participating members of our partnership.

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

We have begun a major step in our strategic plan. Following an analysis of the needs statement for Worcester, four sub-committees have been formed. These four committees have been regularly meeting and have missions and goals related to meeting the educational needs of the adult residents of Worcester. Working as subcommittees, then

COMMUNITY PLANNING IN ACTION

reporting back and engaging in discussion with the Worcester PACE group during general forums will assure that our partnership maintains constant communicative abilities and the resource for feedback between members.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

Challenges that I foresee for the coming year are, first and foremost, to maintain this high level of interest. Secondly, our challenge is to actively pursue the steps necessary to achieve the successful implementation of the specific goals that the sub-committees have determined as being important to our mission. This mission is to provide educational/training services to the adult population of Worcester. The main strategy that I will use for these challenges is to keep our partnership active by meeting regularly and by keeping in constant communication with members between general meetings.

COMMUNITY PLANNING IN ACTION

YMCA International Learning Center-Boston Fenway Program

Susan Arida – Community Planning Contact Person
Phone: 617-927-8078
Email: sarida@ymcaboston.org

1. Please check all of the following jobs that you hold:

- | | |
|---|--|
| <input checked="" type="checkbox"/> Community Planning Coordinator | <input type="checkbox"/> Executive Director |
| <input type="checkbox"/> Associate Director | <input checked="" type="checkbox"/> Counselor |
| <input checked="" type="checkbox"/> Teacher | <input type="checkbox"/> Tech Coordinator |
| <input type="checkbox"/> ADA Coordinator | <input type="checkbox"/> Other (please explain) |

2. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**

3. Please check which statement best describes your Community Partnership:

- | |
|---|
| <input type="checkbox"/> One city or town with one ABE CP Partnership |
| <input checked="" type="checkbox"/> One city or town with more than one ABE CP Partnership |
| <input type="checkbox"/> Several cities or towns with one ABE CP Partnership |
| <input type="checkbox"/> Several cities or towns with more than one ABE CP Partnership |

.....
Year Three (2002-2003)

1. What is a significant achievement for your partnership last year? What were key factors in making this an achievement?

The Fenway/Kenmore/Mission Main partnership is now known as PALS, Partnership for Adult Learning Services. One significant achievement was the expansion of our partnership, which occurred as we began to survey the neighborhood to determine the needs and assets relevant to adult education. In response to the need for more ESOL services at Mission Main (an affordable housing community of 800 residents, more than 50% of which are immigrants), the Fenway/Kenmore PALS moved up Huntington Avenue to include this adjacent community. This partnership led to Mission Main residents coming into the program as well as the securing of funds to create additional classes on site at Mission Main.

COMMUNITY PLANNING IN ACTION

2. What are some important next steps for your partnership - in strategic planning, partnership development, etc?

The completion of the Comprehensive Assets and Needs Assessment confirmed the overwhelming need for more adult basic education in a community with over 11,000 immigrants, many of whom earn low incomes and have access to a mere 67 free ESOL slots. In addition, hundreds, perhaps thousands of workers with limited English proficiency come into the neighborhood every day to work in low paying service jobs or on the campuses of colleges and universities. With such great need, discussion centered around identifying achievable goals is necessary, considering the great need in the community. First, the partnership seeks to become a source for referrals and is working toward providing clients/adult learners with a continuum of services. Second, a chart listing member resources, needs and the benefits derived from PALS membership is being developed. This chart will both provide the data needed to determine our priorities in the strategic planning process and will also be a useful tool in recruiting new partnership members.

3. What are some challenges that you foresee for the coming year? What strategies will you use to take on these challenges?

After reviewing the Assessment's key findings, PALS members needed to review and refine the partnership mission statement. Members wanted a more meaningful statement that provided greater clarity regarding their role in the partnership and the partnership's mission to the community. Our challenge will be for members to continue to see the importance of their place in this partnership and to identify priorities and achievable goals that will both strengthen and expand the partnership and benefit individual partnership members. Our strategy for meeting this challenge is to organize data submitted by members in a way that will show PALS to be a viable community organization that supports adult education through a continuum of services. Partners will draw on this data to strategize relevant objectives, goals, and action steps.

RESOURCES

This section contains information on print resources available through the SABES library system and online resources that can help partnerships in strategic planning & strengthening and expanding their partnerships.

Strategic Planning

Online Resources

The Alliance for Nonprofit Management.

http://www.allianceonline.org/FAQ/strategic_planning/ You will find many of your questions about strategic planning and answers to the following questions in this FAQ section of the Alliance for Nonprofit Management website. FAQs include “What do I need to know before I start the planning process?” and “What are the individual roles in a planning process?”

Building Communities together: A strategic planning guide.

<http://www.hud.gov/nofa/ez/stratpln.pdf> The full text of this 85 page book is online. This Guide sets forth sound principles and alternative ways to approach the process of strategic planning. Chapter titles include “Understanding the Basics of Strategic Planning” and “Getting Down to Business—Designing the Strategic Plan.” The guide is a product of the Empowerment Zone/ Enterprise Community EZ/EC Initiative of the U.S. Dept. of Housing and Urban Development, found on the web at <http://www.hud.gov>.

Community Tool Box: Part D. Chapters 8-12.

http://ctb.ukans.edu/tools/en/tools_toc.htm#partD This area of the toolbox focuses on strategic planning. Sections include an overview of strategic planning, creating objectives, and developing an action plan. The strategies, techniques, and case studies are for and about communities and coalitions.

COMMUNITY PLANNING IN ACTION

Education Leadership Tool Kit. <http://www.nsba.org/sbot/toolkit> This website, a project of the National School Boards Foundation, includes tips and pointers on strategic planning and information regarding leadership that can be valuable to a community planning coordinator.

Free Management Library. <http://www.mapnp.org/library/> Hosted by the Management Assistance Program, this is a complete, highly integrated library for nonprofits and for-profits that covers 72 popular categories of topics. Of special interest is the extensive section on strategic planning. The information on all phases of strategic planning is concise, and many entries are gateways to additional information.

Government of Canada Publications. <http://dsp-psd.pwgsc.gc.ca/>. To locate specific documents for ordering or URL information you can search the *catalogue*. Two documents of special interest are -

Planning for Change. <http://dsp-psd.communication.gc.ca/Collection/EN1-35-3-2001E.pdf> This document outlines steps and activities that partnerships can use in a strategic planning process. It also provides clear examples of goals, objectives, and mission and vision statements.

The Partnership Handbook. [MP43-373-1-2000E.pdf](http://www.mapnp.org/library/MP43-373-1-2000E.pdf) The objectives of this book are to help people learn more about what partnerships are and to offer suggestions about how to be effective in them. It provides tools and tips and outlines what is needed to move forward together.

Management Alternatives. <http://www.mapl.com.au/index.htm> This is the website of an Australian management consultancy business that specializes in work for community based, non-profit organizations and government, especially those providing human services. Of special relevance to ABE Community Planning is the material on planning, including strategic planning. Make sure that you check out the *gallery* for graphic representations and animations of planning strategies.

Nonprofit Genie by the California Management Assistance Project.
http://search.genie.org/genie/ans_result.lasso?cat=Strategic+Planning The Strategic Planning FAQs section covers the topic beginning with “Why Plan?” and includes information on mission statements, content of strategic plans and tips to ensure a successful planning process.

Strategic Planning in Smaller Nonprofit Organizations: A Practical Guide for the Process. <http://www.wmich.edu/nonprofit/guide7.htm> This short guide is designed to help board members and the staff of smaller nonprofit organizations develop strategic plans that can help them strengthen and sustain their organization's achievements. This guide was developed as part of a Nonprofit Capacity Building Project funded by W.K. Kellogg Foundation Youth Initiative Partnerships.

Strategic Planning Manual. <http://www.uwex.edu/li/learner/spmanual.pdf> This manual from the University of Wisconsin Extension Service is a description of a model

COMMUNITY PLANNING IN ACTION

for strategic planning in Nonprofit and Public Sector Organizations. The descriptions of the seven steps in the model include worksheets, examples and the reasons for each step.

Print Resources

Allison, Michael & Jude Kaye. (1997). *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook*. San Francisco: John Wiley & Sons, Inc.

Angelica, Emil. (2001). *The Wilder Nonprofit Field Guide to Crafting Effective Mission and Vision Statements*. St. Paul, MN: Wilder Foundation.

Barry, Bryan. (1997). *Strategic Planning Workbook for Nonprofit Organizations*. St. Paul, MN: Amherst H. Wilder Foundation. Tel: (800) 274-6024.

Bryson, John & Farnum Alston. (1995). *Creating and Implementing Your Strategic Plan: A Workbook for Public and Nonprofit Organizations*. Revised edition. San Francisco, CA: Jossey-Bass. An updated companion to John M. Bryson's *Strategic Planning for Public and Nonprofit Organizations*, this hands-on workbook is a step-by-step guide to conducting strategic planning in public and nonprofit organizations.

Chynoweth, Judith. (1994). *A Guide to Community Based Collaborative Strategic Planning*. Council of Governors' Policy Advisors, Danforth Foundation. [Out-of-print. ISBN 0934842639].

Hancock, T. (1994). *Guide for Vision Workshops*. Indianapolis, IN: Institute of Action Research for Community Health/Indiana University.

National Civic League. (1996). *The Community Visioning and Strategic Handbook*. This handbook describes the rationale behind the community visioning process and ways to go about doing it. Contact the National Civic League, 1445 Market Street, Suite 300, Denver, CO 80202; Tel: (800) 223-6004.

Strengthening & Expanding Partnerships

Online Resources

Community Partners, Inc. <http://www.compartners.org/>
Community Partners, Inc.'s "Community Solutions" online resources include a list of coalition building tip sheets for programs interested in developing and sustaining community-based partnerships. The tip sheets offer advice for groups at different stages of the coalition building process, including the principles of coalition success, stages of

COMMUNITY PLANNING IN ACTION

development in community coalitions, sustainability and evaluation of coalitions, barriers to coalition-building and the “care and feeding of coalition leaders.”

Community Toolbox. <http://ctb.lsi.ukans.edu>

The Community Toolbox is a comprehensive guide to community planning and development prepared by the University of Kansas Work Group on Health Promotion and Community Development. In its over 5,000 pages, the Community Toolbox offers advice in sections on promoting interest and participation, developing a strategic plan, leadership, implementing promising community interventions, generating and managing resources for the initiative and many more.

Community Partnerships for Adult Learning. Office of Vocational and Adult Education, USDOE. <http://www.c-pal.net/index.html> This website is designed to provide information, announcements and new resources to foster successful community partnerships. It includes “how to guides”, and links to reports, journals and websites. Holyoke *JUNTOS* will be featured, among 12 model partnerships nationally, under *Partnership Profiles*.

Leader to Leader Institute (formerly the Drucker Foundation). <http://www.pfdf.org/> Of special interest on this website is *Meeting the Collaboration Challenge: Developing Strategic Alliances Between Nonprofit Organizations and Businesses*. <http://www.pfdf.org/collaboration/challenge/ordering-options.html> The workbook, which can be read online or downloaded, suggests planning your work in four phases and includes worksheets to chart your course during each phase.

National Adult Literacy Database of Canada. *Partnership Manual*. <http://www.nald.ca/clr/partner/contents.htm> This section of the National Adult Literacy Database of Canada, while specifically targeting family literacy, is a valuable resource for information about building and maintaining partnerships. The objective of this manual is to establish a context for community partnerships, in order to provide an understanding of the benefits, issues, and challenges that are attached to forming partnerships. It also contains practical, useful information on building community partnerships from the ground up.

Print Resources

Austin, James. (2000). *The Collaboration Challenge: How Nonprofits and Businesses Succeed through Strategic Alliances*. San Francisco: Jossey-Bass.

Avery, M., Auvine, B., Streibel, B., Weiss, L. (1999). *Building United Judgment: a Handbook for Consensus Decision Making*. Madison, WI: Center for Conflict Resolution.

Ayre, Darwin, Gruffie Clough, & Tyler Norris. *Facilitating Community Change*. Contact: Grove Consultants Int'l, P.O. Box 29391, San Francisco, CA 94129-0391.

COMMUNITY PLANNING IN ACTION

[<http://www.grove.com>] This book contains exercises and checklists for partnership development and includes tools for creating a community vision and developing action plans.

Berkowitz, William. (1999). *The Spirit of the Coalition*. Amherst, MA: AHEC/Community Partners. Includes sections on starting, promoting, supporting coalitions, and maintaining coalitions. Case studies are based on the experience of Massachusetts coalitions. *From the Ground Up!* By Gillian Kaye and Tom Wolff is the companion workbook to *The Spirit of the Coalition*. Contact: Community Partners, Inc., 24 South Prospect St, Amherst, MA 01002. Tel: (413) 253-4283. Email: <http://www.compartners.org/>.

Fujishin, Randy. (1997). *Discovering the Leader Within: Running Small Groups Successfully*. San Francisco, CA: Acada Books.

Kaner, Sam, Lenny Lind, Catherine Toldi, & Sarah Fisk. (1996). *Facilitator's Guide to Participatory Decision-Making*. Stony Creek, CT: New Society Publishers, Ltd.

Lippincott, Sharon. (1999). *Meetings: Do's, Don'ts and Donuts: The Complete Handbook for Successful Meetings*. [2nd edition, rev.]. Pittsburgh, PA: Lighthouse Point Press.

Moore, Allen & Feldt, James. (1993). *Facilitating Community and Decision-Making Groups* (Professional Practices in Adult Education and Human Resource Development). Melbourne, Florida: Krieger Publishing.

RoAne, Susan. (1988). *How to Work a Room: Learning the Strategies of Savvy Socializing for Business and Personal Success*. New York: Warner Books.

Stout, Linda & Howard Zinn. (1997). *Bridging the Class Divide and Other Lessons for Grassroots Organizing*. Boston, MA: Beacon Press.