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The American Rescue Plan (ARP) is releasing an unprecedented $350B in funding to local governments that could transform communities – but only if spent effectively

NACO surveyed 178 counties about their anticipated investments
Most counties are planning significant, generational investments that will transform residents’ lives

Counties planning to invest ARP funding on key sectors

- Health: 61%
- Transportation and infrastructure: 56%
- Human services: 47%
- Employment: 45%
- Housing: 40%
- Small business assistance: 37%
- Broadband: 33%
- Lost revenue: 33%
Because of the size of this investment, local governments need to be even more thoughtful than usual about planning and implementation.

This guide will take you through each of the below steps and provide resources for your decision-making.

1. **Engage stakeholders and community**
   - Set an aspiration for your investment
   - Get input on what matters most - internally & externally - and assess ways to embed equity from the outset, focusing on outcomes

2. **Allocate/appropriate**
   - Assess how to achieve the desired outcome
   - Choose broad categories of impact (e.g., housing, broadband, workforce) and allocate funding

3. **Choose interventions**
   - Choose strategies
   - Determine what success would look like, how it would be measured and evaluate evidence-based policy alternatives, based on their potential return on investment and projected impact on outcomes

4. **Design program implementation**
   - Consider your capacity
   - Prepare to operationalize interventions and ensure they will reach intended beneficiaries

5. **Manage implementation**
   - Establish routines
   - Decide how to keep leadership informed and structure supports for driving progress, problem-solving, and decision-making

6. **Tell the story of impact**
   - Sustain momentum
   - Share stories of impact to build momentum, both internally and for the public

A view of the whole picture has to inform the first steps.
This guide is designed for the use of County Leaders, preparing to implement programs in their community, using ARP and other federal funding.

Each section of this guide will provide an introduction of the relevant step along with a case study. Templates for the exercises are available in the appendix of this resource.
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State Recovery Now, a bipartisan initiative, was created to support policymakers at all levels build better, equitable, and more sustainable outcomes.

Delivery Associates is a core partner in this effort.
The State Recovery Now approach focuses on 3 core objectives to support policymakers across counties and states:

1. Understand the problem and define goals for impact
2. Adopt evidence-based and innovative policy solutions
3. Learn by doing through communities of practice
Delivery Associates supports leaders and policymakers to turn ambitious goals into reality and create long-term, sustainable impact for residents.

- **Organizing for Delivery**: Bringing delivery insight to solve governments’ most critical issues.
- **Driving Delivery**: Embedding support to keep focus and overcome implementation challenges.
- **Leveraging technology for Delivery**: Applying technology solutions to accelerate and deepen impact at lower cost.
- **Building Delivery capacity**: Training the next generation of public sector leaders.

Learn more at: [https://www.deliveryassociates.com/](https://www.deliveryassociates.com/)
We are working with State Recovery Now to offer our Deliverology® approach and expertise in planning and capacity building to policymakers nationwide.

**Planning**
Developing robust, practical plans that drive implementation on the ground.

**Delivery**
Using data, field visits and routines to identify roadblocks, solve implementation problems and keep authorities well-informed on progress.

**Sustainability**
Building capacity through workshops, on-the-ground training and one-to-one coaching to ensure wider, long-lasting benefits for citizens.

**Collaboration**
Bringing peers together through group convenings and individualized connections to share common challenges, ignite problem-solving and inspire action.
Together, we want to support you in your efforts to build better outcomes for your residents and promote a sustainable, equitable recovery in your community.

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<th>How can we Help</th>
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<td>Recommendations on metrics to measure outcomes, aligned to expected ARP</td>
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<td>investment areas and potential impacts on residents</td>
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<td>What is the problem we’re trying to solve?</td>
<td>Use our issue maps to identify potential root causes to challenges in your</td>
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<td>context, backed by data</td>
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<td>How will we solve it?</td>
<td>Leverage our policy playbooks and two-pagers to draw on evidence based,</td>
</tr>
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<td></td>
<td>innovative policy interventions you can adapt</td>
</tr>
<tr>
<td>How will we learn from this work?</td>
<td>Become part of our community of practice, to help build evidence on what</td>
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<td>works and what policymakers will need in the future</td>
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Step 1: Engage the Community to Set an Aspiration

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<td>E. Exercise example: Set your success indicator target</td>
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</table>
Your aspiration will define what outcomes you will accomplish and who in the community will benefit from the investment.

Step 1: Aspiration

1. Engage stakeholders and community
   - Set an aspiration for your investment
     - Get input on what matters most - internally & externally - and assess ways to embed equity from the outset, focusing on outcomes

2. Allocate/appropriate
   - Assess how to achieve the desired outcome

3. Choose interventions
   - Choose strategies

4. Design program implementation
   - Consider your capacity

5. Manage implementation
   - Establish routines

6. Tell the story of impact
   - Sustain momentum
A good aspiration will provide an overarching ambition and clearly define for you, and for key stakeholders, what you are trying to do...

**Aspiration:** Ensure every resident has the digital connectivity to work or learn

How can you define an aspiration that is equitable?

Embedding equity means that you understand who will benefit from your investment from the outset and center them in your design and outcomes. Engaging and co-creating with relevant stakeholders, who will implement and be impacted by it, will help integrate and reflect equity better in your aspiration.

- **County or city officials,** state officials, and other government stakeholders
- **Community-based organizations,** nonprofits, and related partners
- **Residents,** through focus groups, surveys, and other outreach
...and should be translated into one or more meaningful, movable, measurable indicators which can be used to track and assess ongoing progress

What is a Success Indicator?

- A success indicator is a **specific, measurable outcome**
- It **moves you closer to your aspiration** when you move the number
- It will ultimately **tell you when and whether you have achieved the aspiration**

**Checklist for a strong Success Indicator**

<table>
<thead>
<tr>
<th>Meaningful</th>
<th>Will improving this indicator <strong>deliver a real benefit</strong> to the lives of our residents?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Moveable</td>
<td>Can we <strong>realistically make progress changing</strong> this indicator with the ARP investment and any existing resources in the time available?</td>
</tr>
<tr>
<td>Measurable</td>
<td>Do we <strong>already have access to data</strong> on this indicator OR are we willing to make an immediate investment to <strong>get that data</strong> within the next 3 months or less?</td>
</tr>
</tbody>
</table>
Using these success indicators, you can map out targets and trajectories to track progress towards measurable outcomes and make mid-course corrections.

- **Aspiration**: Overarching ambition and moral imperative. Your answer to the question: “What am I trying to do?”
- **Success indicator**: Specific, measurable equitable outcomes. Measures your progress to your aspiration.
- **Target**: The desired end result for the success indicator. A specific number, defined by a point in time.
- **Trajectory**: Best estimate of what performance will look like over time until the target is reached.
Targets and trajectories should be ambitious but realistic and benchmarked against real data in order to be a useful tool to use to monitor progress.

**Comparative benchmarking:** Percent of the population with access to a broadband connection

- **Against history:** Review annual broadband access coverage for the past ten years.
- **Against other similar systems (peers):** Compare against broadband coverage in other states or counties.
- **Within your systems (yourself):** Compare broadband coverage by census block or neighborhood within your county.
- **Against the world:** Review global trends in broadband access, OECD average.

**Illustrative Example**

**Understanding Performance through Benchmarking**

**Using the benchmarks to map a Trajectory**

The target shows the ultimate number you hope to achieve, while the trajectory maps expected progress on the way to achieving it. More information on trajectories is included in Step 5: Managing Implementation.
As much as possible, across your targets and trajectories, it is important to consider how you can disaggregate your indicator(s) to measure progress equitably.

Illustrative Example

Success Indicator: **Percent of the population with access to a broadband connection**

- Geography
- Income
- Race and ethnic group
Step 1: Engage the Community to Set an Aspiration

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</table>
Montgomery County, MD: The County set overarching aspirations for its programming by issue area, and set specific outcomes and measurable targets for each investment

**The Approach**

- Montgomery County set overall, aspirational goals for its investments and six priority areas
- The county also set performance indicators for the projects funded through ARP investments
- The county also plans to report on and track the progress on investments on its CountyStat website

**How you might use it**

- An aspiration should be set for your spending as a whole but can also be set for specific priorities and/or specific projects
- Setting clear success indicators and sharing them publicly – particularly when committing to track progress publicly – sets up an accountability system that can fuel momentum

**Overall Recovery Vision**

To create a more effective and efficient government that will lead the effort to revitalize the diverse communities throughout Montgomery County so that we successfully overcome the impact of COVID19 by strengthening our economy, being inclusive of all communities, and implementing innovative and sustainable solutions.

**Performance**

As part of the design phase, the project has proposed the following key performance indicators, which will be refined as the project moves into the implementation phase:

- Number of residents served by the Mobile Health Unit
- Number of events organized/attended
- Percent of residents served who connected to additional health and human services in the six months following initial engagement (e.g., dental services, food stamps, behavioral health support, child care subsidies, rental assistance, etc.)
- Percent of residents served in (or from) high-need and vulnerable communities as defined by community indicators of social vulnerability (CDC) and healthcare access.

Milwaukee County, WI: To determine its aspiration for its ARP investments, Milwaukee County set up a community engagement strategy to gather input

The Approach

- Milwaukee County designed an engagement strategy to promote equitable input into its ARPA spending priorities and decision-making process
- Their strategy uses a mix of passive outreach (surveys) and active outreach (listening townhalls, social media, mailings) to capture resident input

How you might use it

- Consider how you might mix passive and active outreach strategies to engage more diverse groups of residents
- Identify and name what groups of residents you want to reach to ensure diverse and equitable input
- Think about how you can use aspiration setting as a hook to bring residents into your ARP spending implementation long-term

View more on their plan at: https://county.milwaukee.gov/EN/Administrative-Services/Performance-Strategy-and-Budget/American-Rescue-Plan-Act
Step 1: Engage the Community to Set an Aspiration

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</table>
**Exercise:** You can assess the fit of your aspiration and success indicator by completing a simple justification and rating exercise.

### Illustrative Example

**What are you trying to achieve?** Ensure every resident has the digital connectivity to work or learn

**Exercise:** Assess success indicators using a 1-4 scale, 1 being weakest and 4 being strongest

<table>
<thead>
<tr>
<th>Success indicator for aspiration</th>
<th>Is it MEANINGFUL?</th>
<th>Score</th>
<th>Rationale</th>
<th>Is it MOVEABLE?</th>
<th>Score</th>
<th>Rationale</th>
<th>Is it MEASURABLE?</th>
<th>Score</th>
<th>Rationale</th>
<th>Total Score</th>
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<tr>
<td><strong>Indicator 1:</strong> Percent of the population with access to a broadband connection</td>
<td></td>
<td>3</td>
<td>It will have real benefits for our residents in their education and work</td>
<td>2</td>
<td>We can use our ARP investments to fund an expansion of the broadband infrastructure locally</td>
<td>4</td>
<td>Existing FCC data will enable us to track progress on this indicator every six months</td>
<td>9</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Recommendations on indicators for 6 ARP investment areas are included in the State Recovery Now Issue Maps

Use the highest scored indicator

**Indicator 2:**

Add any additional indicators you are considering

Access blank Template in the Appendix
Exercise: To obtain the most value from your success indicator, once you have selected it, use it to set a target for what your aspiration will achieve in the community

Illustrative Example

Aspiration: Ensure every resident has the digital connectivity to work or learn

Success Indicator: Percent of the population covered by a broadband connection

Baseline: 70% of the community (2011 data)

Success Target: 87% of our community by 2025

Use historic data to set a benchmark for where you are today ...

...then determine where you want to go. Note that you may need to look at similar communities and historic trends to set a realistic target

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<td>C. Exercise example: Issue tree map</td>
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To determine funding needs and allocation to implement your aspiration, it is critical to understand the root cause of the problem you hope to solve in your community.
An issue map is one approach to identify the root causes of a challenge, which can then be used to map potential solutions that you can use the ARP funding to address.

**Illustrative Example**

**Aspiration:** Ensure every resident has the digital connectivity to work or learn

**Metric:** Change in broadband access and adoption

**Access**
- Existing infrastructure is insufficient to connect an increasing number of households
- Development of new structures and models is needed to connect currently unserved

**Affordability**
- Inability for a substantial portion of the population to pay market rates
- Insufficient access to affordable devices

**Adoption**
- Needed support for awareness-building and technical navigation of opportunities

**Strategies**
- Increase physical build-out of sufficiently robust network infrastructure (e.g., fiber)
- Support creation of Gap Networks designed to connect the disconnected
- Explore and expand Municipal Broadband efforts where appropriate
- Support vulnerable households to maintain internet through monthly subsidies
- Offset the cost for disconnected households to sign up for new Internet service
- Subsidize the cost of affordable devices for households
- Increase funding to create and support community-based Digital Navigators programs
- Expand Tech Extension through existing Cooperative Extension network
- Establish grants to support community-based Digital Inclusion efforts and programs
Step 2: Prepare to Allocate and Appropriate

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Harris County, TX: The County formed a hypothesis of potential solutions across its health, workforce and housing sector priorities, and is now exploring these with the community.

The Approach

• Harris County identified a limited set of **three priorities** which it would consider for ARP investments
• It has an **initial hypothesis** of what areas investments could benefit
• Working groups are studying the solutions in more depth

How you might use it

• As you move from problems, to strategies, you may want to consider a similar way to integrate community input and review
• The exercise included in this guide may yield different results if produced by a group of different stakeholders representing diverse community perspectives

See more at https://budget.harriscountytx.gov/ARPA.aspx/
## Step 2: Prepare to Allocate and Appropriate

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<td>C. Exercise example: Issue tree map</td>
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</table>
**Step One:** To build an issue map, first you identify possible problems which may be preventing the aspiration from being realized in your community

**Illustrative Example**

**Aspiration:** Ensure every resident has the digital connectivity to work or learn  
**Metric:** Change in broadband access and adoption

- **Lack of ACCESS:** We do not have the right broadband services or infrastructure to meet resident needs
- **Lack of AFFORDABILITY:** Residents cannot afford the services that are present in the community
- **Insufficient resident ADOPTION:** Residents do not want to use the broadband services

Each problem is uniquely distinct from the others and is identified as a potential factor limiting resident's digital connectivity.
Step Two: Breakdown each of the main problems further, distinguishing unique reasons for what is driving the problem, naming the root causes of problems

Illustrative Example

**Aspiration:** Ensure every resident has the digital connectivity to work or learn  
**Metric:** Change in broadband access and adoption

**Access:**
- Existing infrastructure is insufficient to connect an increasing number of households

**Affordability:**
- Inability for a substantial portion of the population to pay market rates
- Insufficient access to affordable devices

**Adoption:**
- Development of new structures and models is needed to connect currently unserved
- Education and awareness raising to build knowledge and skills to use services

Each of these root causes should also be distinct from all the others – there should not be overlap between the causes.
Step Three: Once the root causes have been identified, you identify specific solutions which could address these root causes creating your community’s problems

**Access**

- Existing infrastructure is insufficient to connect an increasing number of households
  - Increase physical build-out of sufficiently robust network infrastructure (ex. fiber)

- Development of new structures and models is needed to connect currently unserved
  - Support creation of Gap Networks designed to connect the disconnected
  - Explore and expand Municipal Broadband efforts where appropriate

**Affordability**

- Inability for a substantial portion of the population to pay market rates
  - Support vulnerable households to maintain internet through monthly subsidies
  - Offset the cost for disconnected households to sign up for new Internet service

- Insufficient access to affordable devices
  - Subsidize the cost of affordable devices for households

**Adoption**

- Needed support for awareness-building and technical navigation of opportunities
  - Increase funding to create and support community-based Digital Navigators programs
  - Expand Tech Extension through existing Cooperative Extension network
  - Establish grants to support community-based Digital Inclusion efforts and programs

**Aspiration:** Ensure every resident has the digital connectivity to work or learn

**Metric:** Change in broadband access and adoption

Access blank Template in the Appendix
Executive Summary

What is State Recovery Now?

Step 1 – Engage the Community to set an Aspiration

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Appendix A: Exercise Templates

Appendix B: Capacity Review Rubric
Step 3: Choose interventions

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<td>C. Exercise example: Strategy prioritization</td>
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Identifying all possible strategies to achieve your aspiration is not enough, you need to prioritize which strategies should be pursued and when.
Using a prioritization matrix to map proposed strategies, based on potential impact and difficulty, can help identify the effort and impact tradeoffs involved in each strategy.

- **[NO BRAINERS]**: Low impact, low difficulty. Ideally, making an impact would be easy.
- **[QUICK WINS]**: Low impact, high difficulty. Minor impact is not likely to warrant the effort, even if low.
- **[TRANSFORMATIONAL CHANGE]**: High impact, high difficulty. But you may need tougher strategies in the mix to achieve your goal.
- **[RECONSIDER VALUE]**: High impact, low difficulty. And you may decide some strategies are not worth the required level of effort.

Step 3: Interventions
Part A: Introduction to choosing Interventions
## Step 3: Choose interventions

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<tr>
<td>C. Exercise example: Strategy prioritization</td>
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</tr>
</tbody>
</table>
Pierce County, WA: The County revisited its strategic plan to reassess priorities, identifying priority projects and indicators which made it easier to allocate ARPA funding

The Approach

- Pierce County revisited its strategic plan to affirm a set of aspirations, and to set priority projects and indicators for success for each area
- Federal funding is then allocated to priority projects which use those indicators to measure outcomes
- Additional interim output indicators are also identified

How you might use it

- You may find it useful to have a strategy identification process with county stakeholders that can guide wider county programming
- Setting indicators for success for priorities, and then aligning project specific indicators for success with those priorities, enables you to track progress on specific projects and on overall improvements

See more at https://www.piercecountywa.gov/7275/American-Rescue-Plan-Act
El Paso County, CO: The County set priorities and published planned allocations across each priority area, in addition to setting output and outcome indicators for each priority

The Approach

- El Paso County published planned allocations across 9 key budget areas, showing all allocations and how funding will primarily be spent in six top priorities
- The County also set output and outcome indicators for how it will measure success and measure progress towards its defined success

How you might use it

- Publicly sharing priorities and spending plans can publicly demonstrate how you are operationalizing the priorities
- Setting indicators for priorities overall helps pre-determine what programs will need to achieve
- This will make it easier to prioritize across programs, because the county has already set spending intentions and planned outcomes

Step 3: Choose interventions

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<tr>
<td>C. Exercise example: Strategy prioritization</td>
<td>44-46</td>
</tr>
</tbody>
</table>
Step One: Begin by mapping the strategies that you identified in the issue map onto the matrix, trying to ensure that strategies are distributed across the map.
**Step Two:** Decide the mix of strategies required to pursue your aspiration, keeping in mind your current capacity and the timelines to implement.

### Illustrative Example

<table>
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<tr>
<th>Potential Impact</th>
<th>Degree of Difficulty</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td>Low</td>
</tr>
<tr>
<td></td>
<td>[QUICK WINS]</td>
</tr>
<tr>
<td></td>
<td>Monthly subsidies to low-income households</td>
</tr>
<tr>
<td></td>
<td>Education and awareness programming</td>
</tr>
<tr>
<td></td>
<td>Too low value right now</td>
</tr>
<tr>
<td>High</td>
<td>High</td>
</tr>
<tr>
<td></td>
<td>[NO BRAINERS]</td>
</tr>
<tr>
<td></td>
<td>Subsidize tech devices</td>
</tr>
<tr>
<td></td>
<td>Reduced connection costs</td>
</tr>
<tr>
<td></td>
<td>[TRANSFORMATIONAL CHANGE]</td>
</tr>
<tr>
<td></td>
<td>Building fiber and network infrastructure</td>
</tr>
<tr>
<td></td>
<td>Creation of Gap Networks designed to connect the disconnected</td>
</tr>
<tr>
<td></td>
<td>Too difficult in the short term</td>
</tr>
<tr>
<td></td>
<td>[RECONSIDER VALUE]</td>
</tr>
<tr>
<td></td>
<td>Stand-up digital inclusion office</td>
</tr>
<tr>
<td></td>
<td>Difficult but perhaps necessary</td>
</tr>
</tbody>
</table>
**Step Three:** Finally, sequence those priorities by deciding what you will do first; ensure you’re thinking both short term and long term.

**Illustrative Example**

<table>
<thead>
<tr>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Potential impact</strong></td>
<td><strong>Degree of difficulty</strong></td>
</tr>
<tr>
<td><strong>[NO BRAINERS]</strong></td>
<td><strong>[TRANSFORMATIONAL CHANGE]</strong></td>
</tr>
<tr>
<td>1 Monthly subsidies to low-income households</td>
<td>4 Building fiber and network infrastructure</td>
</tr>
<tr>
<td>2 Reduced connection costs</td>
<td>5 You may be able to defer lower-impact activities in the short run</td>
</tr>
<tr>
<td>3 Subsidize tech devices</td>
<td>But ensure you do not put off starting work on challenges</td>
</tr>
</tbody>
</table>

- Often leaders want to start with quick wins to build momentum
- Access blank Template in the Appendix
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  • Step 5 – Manage Implementation with Routines
  • Step 6 – Storytelling to sustain Momentum
• Appendix A: Exercise Templates
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### Step 4. Design Program Implementation

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<tr>
<td>C. Exercise example: Mapping the Delivery chain</td>
<td>58-63</td>
</tr>
</tbody>
</table>
Once you have prioritized the strategies you will implement, you can further define your strategy and assess overall capacity of existing systems to deliver

1. **Engage stakeholders and community**
   - Set an aspiration for your investment

2. **Allocate/appropriate**
   - Assess how to achieve the desired outcome

3. **Choose interventions**
   - Choose strategies

4. **Design program implementation**
   - Consider your capacity
     - Prepare to operationalize interventions and ensure they will reach intended beneficiaries

5. **Manage implementation**
   - Establish routines

6. **Tell the story of impact**
   - Sustain momentum
Drawing a delivery chain is critical to planning, by mapping out stakeholders you can see how the strategy will be implemented in the field

What is a Delivery Chain?

A delivery chain is the map of the actors (people or organizations) involved in delivering a policy, and the relationships between them, through which a given strategy is implemented.

A delivery chain answers two major questions: From the senior leader to the front-line, who is involved in making sure a plan becomes a reality? And how will they work together to make it happen?
Delivery chains can be useful in planning for service delivery, problem-solving challenges, and identifying risks and feedback loops.

### Planning
- Tell the story about **who is responsible** for implementation at each stage
- Ensure you are considering and **building relationships** with the most influential actors
- Help you **identify risks** to implementation and plan to mitigate them

### Diagnosing Problems
- Provide a ‘complete set’ of **places to investigate** as delivery problems arise – the source will exist somewhere along the delivery chain
- Identify other **relationships near the problem** in the chain that can support – helping you problem-solve quickly

### Collecting Feedback
- Identify stakeholders you should engage to **seek feedback** and understand how implementation is working
- Identify areas for **field work** to investigate problems as they arise
The delivery chain is represented in a visual map that identifies how each stakeholder involved in implementing a policy connects to one another.

**Illustrative Example: Education Delivery Chain**

<table>
<thead>
<tr>
<th>DOE Leadership</th>
<th>DOE Departments</th>
<th>School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary of Education</td>
<td>Dept. Sec. K-12 Ed</td>
<td>Project Team</td>
</tr>
<tr>
<td>DOE Leadership</td>
<td>DOE Departments</td>
<td>School</td>
</tr>
<tr>
<td>School Inspectors</td>
<td>School Inspectors</td>
<td>School Leaders</td>
</tr>
<tr>
<td>Clusters</td>
<td>Clusters</td>
<td>Teachers</td>
</tr>
<tr>
<td>Project Team</td>
<td>Project Team</td>
<td>Teachers</td>
</tr>
<tr>
<td>Coaches</td>
<td>Coaches</td>
<td>Coaches</td>
</tr>
</tbody>
</table>

**Risks identified**
1. Low quality of coaching in topics which have not been priorities to date
2. School leaders have different understanding of their role
3. Clusters unsure how to work with coaches
4. Significant variability in leaders’ assessment of lesson quality
5. Role of inspectors not clear – they do not feel responsible for improving learning

**Feedback loops**

- **A** Evidence of alignment and best practices in curriculum delivery
- **B** School inspector feedback about student teachers
- **C** Feedback from coaches
In addition to the delivery chain, it is important to assess system wide capacity to deliver on commitments; this is possible through a rapid self assessment or a ‘capacity review’

A typical capacity review will give you two outcomes:

- A shared (and often improved) understanding about system capacity amongst leaders and stakeholders
- Actionable recommendations to improve system capacity and drive delivery

The Capacity Review tool interrogates the systems capacity against the 15 core elements in the Delivery Framework ®

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>A. Define your aspiration</td>
<td>A. Evaluate past and present performance</td>
<td>A. Determine your reform strategy</td>
<td>A. Establish routines to drive and monitor performance</td>
</tr>
<tr>
<td>B. Review the current state of delivery</td>
<td>B. Understand drivers of performance and relevant activities</td>
<td>B. Draw the Delivery Chain</td>
<td>B. Solve problems early and rigorously</td>
</tr>
<tr>
<td>C. Build the Delivery Unit</td>
<td>C. Set targets and establish trajectories</td>
<td>C. Sustain and continually build momentum</td>
<td></td>
</tr>
<tr>
<td>D. Establish a guiding coalition</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Create an irreversible culture of delivery
A. Build system capacity all the time
B. Communicate the delivery message
C. Unleash the “alchemy of relationships”

The capacity review does not replace the delivery chain – it is a separate tool to understand a specific system/stakeholder/teams capacity to deliver.

A summary rubric for each element can be found in Appendix B.
A capacity review typically takes 1-3 days and can include additional internal and external input from focus groups and interviews.

**Introduction**
- Orient assessment team to purpose, structure, and outcomes of capacity review process
- Agree on potential interviewees

**Self-assessment**
- Review and complete self-assessment, against 15 element framework

**Focus groups**
- Gather information on (you and your system’s) delivery history, current approach, and potential barriers
- Can also include: document and data review and field visits, where useful

**Interviews**
- Conduct confidential 1:1 interviews with key actors inside and outside of (you and your system)
- Capture cross-section of organization
- Include leadership, mid-managers, and front line

**Conclusions & follow-ups**
- Compile and synthesize all findings
- Draw conclusions about (you and your system’s) strengths/weaknesses
- Recommend path forward to top authorities

Target of 1-2 week maximum for the review

You must adjust the length and depth of this process, depending on (a) how much insight you already have and (b) how complicated the delivery chain is for the goal set.
Step 4. Design Program Implementation

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A US city’s Department of Transportation used a delivery chain to review and improve on a pilot to build access to car free lanes for buses and bikes

**The Approach**
- The delivery chain helped **demonstrate where additional capacity was needed** to make this priority pilot successful.
- It helped the city determine it needed to **invest more**.
- The team running the pilot has now quadrupled in size and received a significant budget increase to expand.

**How you might use it**
- You can use a delivery chain before you launch a program, or at an inflection point when there’s an opportunity to improve on the program.
- Like the city, you may find the delivery chain a useful tool to bring to system leaders to help them quickly understand how the program is operationalized.

---

**What are the potential risks?**
- Lack of capacity / budget
- Lack of supply of stripsing crews
- Lack of desire for change
- COVID disruption

---

Identify the main actors and map their relationships below:

**District Leadership**
- **Main Building** (Mayor, CoG, DDOT)
- **Budget Dept.**
- **Chief of Project Delivery**
- **TDD**
- **TESD** (TOSD on Main st)

**DDOT**
- **EPB, TESD**
- **PLAD, OPW, MPO, DPM, WMATA**
- **CED / Comms**
- **TOSD, VZ, PISO, PGTD, AOA, WMATA**
- **MATA (bus ops) PS-RO (public space) DPM (barring) PGTD (meters)**

**Community**
- **Community groups**
- **BIDs / Businesses**
- **Advocates (Travel Now, DCDOT)**
- **Community **
- **Resident**

**Users**
- **Engage Public**
- **Coordinate (Environment, Resources, Karman, Planner)**
- **Commission (Community Engagement, Public, Through)**
- **Design (Development, Transportation, Design/Build, DDOT, DOT, IDOT)**
- **Allocate Funds (design - DDOT, DPA, WMATA)**
- **Direct Construction (DPM)**
- **Arrange Construction (PWD)**
- **Support TDD (Engagement)**
## Step 4. Design Program Implementation

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</table>
**Step One:** To identify a delivery chain, begin by identifying the ultimate beneficiaries of the strategy.

**Illustrative Example: Subsidize tech devices for low-income residents**

<table>
<thead>
<tr>
<th>Center</th>
<th>Middle</th>
<th>Frontline</th>
</tr>
</thead>
<tbody>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Low-income residents (2000)**
- **Senior low-income residents (500)**

**Equity tip:** If you have populations of residents who will be served by different government frontline workers, you may need to identify more than one group of residents.
Step Two: Identify the frontline workers who will engage with the resident to deliver this strategy

Illustrative Example: Subsidize tech devices for low-income residents

Center

Middle

Frontline

Social workers (5)

Low-income residents (2000)

Senior outreach coordinators (2)

Senior low-income residents (500)
Step Three: Continue working backwards to identify who will influence those frontline workers to deliver

Illustrative Example: Subsidize tech devices for low-income residents

Center

Middle

Frontline

Program Managers (1)

Manager for Resident Outreach (1)

Social workers (5)

Low-income residents (2000)

Asst. Director Senior Services (1)

Senior outreach coordinators (2)

Senior low-income residents (500)
Step Four: Finally, add the most senior decision-makers and leaders who will have oversight over the entire strategy

Illustrative Example: Subsidize tech devices for low-income residents

Review the entire delivery chain at this point to check if you have missed any key stakeholders.
Step Five: When the delivery chain is complete, identify any key roles the stakeholders must play for the strategy to be successfully implemented

Illustrative Example: Subsidize tech devices for low-income residents

1. Increased frequency of outreach and engagement with residents
2. Real-time data collection on resident needs
3. Strong accountability and performance targets
4. Hiring to staff outreach activities and fill any frontline worker turnover
5. Communication to drive cross-departmental collaboration

Center

- Mayor (1)
- Dep. Mayor Human Services (1)
- Chief Technology Officer (1)

Middle

- Director of Social Services (1)
- Manager for Resident Outreach (1)
- Asst. Director Senior Services (1)
- Program Managers (1)

Frontline

- Social workers (5)
- Senior outreach coordinators (2)
- Low-income residents (2000)
- Senior low-income residents (500)
Step Six: Finally, identify potential weaknesses that may need to be managed during implementation as well as feedback loops

Illustrative Example: Subsidize tech devices for low-income residents

1. Social workers already overstretched and have limited capacity
2. CTO role just filled – needs time to onboard to step into role
3. Weak communications between tech and social service divisions presently
4. Senior services potentially running parallel programming
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Step 5. Manage implementation

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</table>
Once your reform strategy has been mapped you can start implementation; here it is to set up routines to drive progress, problem-solve, and make key decisions.
Routines are the engines of delivery which build momentum and keep implementation on track

What are routines?

Routines are:

• Regularly-scheduled checkpoints to assess if delivery is on track
• Engines that drives delivery forward; without routines, delivery will stall or eventually fall off the agenda
• Sources of structure and discipline that create a culture of ‘government by performance’ where leaders expect to be held accountable

What purpose do routines serve?

They are regular opportunities to:

• Monitor performance toward the aspiration
• Celebrate successes and learn from what is working
• Identify and surface issues that are inhibiting progress, analyze data to pinpoint causes, and discuss and decide how to overcome challenges
There are four types of routines that are typically used to engage stakeholders during implementation

**Check-ins with the working team**
- **Objective:** Problem-solve, exchange updates, and agree next steps
- **Who uses it:** The team members responsible for day-to-day implementation
- **How often:** Typically weekly or biweekly

**Update notes or reports**
- **Objective:** Summarize implementation to date and what’s coming next
- **Who uses it:** Day to day team, potentially senior leaders and other stakeholders
- **How often:** Weekly to monthly

**Performance dashboards**
- **Objective:** Track progress over time using data to show path to aspiration, inform decision-making
- **Who uses it:** All stakeholders
- **How often:** Monthly to bimonthly

**Stocktakes with system leaders**
- **Objective:** Accountability review with all team members, problem solve major challenges, affirm commitment to aspiration
- **Who attends:** System leader, such as a mayor or county commissioner
- **How often:** Quarterly or semi-annually
Performance dashboards can be routines on their own while also informing other routines to drive evidence-based decision making; a strong dashboard has a few core characteristics:

1. **Frequency of Data Collection**
   - At any point in time, is it possible to see recent data on performance?

2. **Granularity**
   - Can the system show performance at a detailed level (e.g. household, daily service charges)?

3. **Reliability**
   - Does the data give a true picture of on-the-ground realities?

4. **Leadership Understanding**
   - Do system leaders understand what data shows and what it means for residents?

5. **Effectiveness Of Utilization**
   - Is the data routinely used to improve policy planning and implementation?

6. **Transparency**
   - Do constituents have access to data and can they use it to improve performance?
The simplest form of a performance dashboard tracks progress towards your success indicator, while more detailed ones can track multiple programs, indicators and spending.

Illustrative Examples

**Dashboard 1: County progress to closing the digital divide**

- The dotted line shows your planned trajectory of progress.
- The orange line shows actual progress over time.
- Your success target is the final number in the trajectory.
- The first time period is the baseline you found for your success indicator.
- The trajectory should show up to the end of the project.

**Dashboard 2: Education Dashboard in Google**

- Data includes funds which have been allocated and spent and performance on success indicators.
Last, an effective routine with the system leader can be a driver of accountability. A stocktake will typically review all strategies aligning to your aspiration at a strategic level.

A good and effective stocktake will answer four key questions clearly, simply and rigorously:

- **Where are we now?** What has the progress been since the last routine? Does the data show we are making equitable progress?
- **What are the challenges?** Why do we think delivery challenges are happening? Are there areas where data isn’t moving as expected?
- **What will we do to address challenges?** What actions have been taken to address challenges? How have they worked? What support is needed?
- **What comes next?** What are the precise next steps for each stakeholder to take before the next routine?

A stocktake should focus on providing an assessment of delivery for each priority to guide deeper problem solving.

### Illustrative Example

| Aspiration: Ensure every resident has the digital connectivity to work or learn |
| Success metric: Percentage of households with broadband coverage |
| Baseline: 70% (2011) | Target: 87% by 2025 | Latest: 77% (Nearly on track) |

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Status</th>
<th>Justification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Subsidies for tech devices for low-income households</td>
<td></td>
<td>Uptake has been lower than expected, limited demand slowing progress</td>
</tr>
<tr>
<td>Launch the digital inclusion office</td>
<td></td>
<td>Severe hiring delays for dept. head</td>
</tr>
<tr>
<td>Stand-up new Gap Network</td>
<td>On track</td>
<td>Provider contracted, implementation to begin next month</td>
</tr>
</tbody>
</table>

Additional materials you or the system leader may want to review at a stocktake could include complementary data, key decision for input, potential risks and mitigation as well as actions planned till the next routine.
Step 5. Manage implementation

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</tr>
</tbody>
</table>
Harris County, TX: The County set equity-based targets for each of its programs and is tracking progress towards those outcomes in public dashboards

The Approach

• Harris County, TX set up a publicly available dashboard tracking **equitable program reach** that uses data to **inform implementation** and to support **transparency**
• Dashboards are available online and the creation and plans for additional dashboards were shared in an annual report available to the public

How you might use it

• If you set up a similar tool for internal use, making some of the data available to the public is a simple way to increase transparency
• If you are interested in promoting equitable outcomes, ensure the data can be disaggregated, such as by geography or resident’s primary language, such as in the dashboard at right

Read more on Harris County’s plan at [https://budget.harriscountytx.gov/ARPA.aspx](https://budget.harriscountytx.gov/ARPA.aspx)
View the county dashboard at [https://public.tableau.com/app/profile/connective/viz/HCRAOutreachDashboard/Main?publish=yes](https://public.tableau.com/app/profile/connective/viz/HCRAOutreachDashboard/Main?publish=yes)
Step 5. Manage implementation

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</tr>
<tr>
<td>C. Exercise example: Planning a routine</td>
<td>75</td>
</tr>
</tbody>
</table>
When setting up a routine, consider what type of routine you will use, who will be involved, and what information will be shared

<table>
<thead>
<tr>
<th>Question</th>
<th>Routine Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of routine will be used?</td>
<td>One hour stock-take meeting</td>
</tr>
<tr>
<td>Who is receiving information?</td>
<td>County Commissioners</td>
</tr>
<tr>
<td>Who is being held accountable?</td>
<td>Project management team</td>
</tr>
<tr>
<td>What other stakeholders will be involved?</td>
<td>CFO, Deputy Commissioner for Programs</td>
</tr>
<tr>
<td>How frequent will the routine be?</td>
<td>Quarterly</td>
</tr>
<tr>
<td>What data would be appropriate to review?</td>
<td>• Implementation progress against timeline</td>
</tr>
<tr>
<td></td>
<td>• Quarterly financial report</td>
</tr>
<tr>
<td></td>
<td>• Progress to success target</td>
</tr>
<tr>
<td>What will the outcome of the routine be?</td>
<td>• Commissioners up to date on progress</td>
</tr>
<tr>
<td></td>
<td>• Joint understanding of what success looks like for next quarter</td>
</tr>
<tr>
<td></td>
<td>• Agreed next steps to resolve any identified problems</td>
</tr>
</tbody>
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Access update note Template in the Appendix
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As your implementation progresses, it is important to share stories of impact to self-reflect, celebrate successes, and sustain buy-in and momentum.
Strong storytelling requires early and proactive planning, thinking about who your audience is, the materials you will use and the messages you will share.

**Audience**
- Each different type of audience needs to be engaged in different ways and remain interested.
- **Residents** like to hear directly from the people engaged in implementation.
- Certain stakeholders care more about costs, others about outputs.

**Assets**
- Are fundamental to telling your story.
- Assets should be catered to the audience you are looking to reach.

**Authenticity**
- Needs to be true and honest.
- Real people, real data.
To engage an audience, it is helpful to first understand your stakeholders’ point of view and potential objectives for engagement.

By mapping stakeholders across the matrix, you can identify what types of engagement to prioritize with the audiences.

- **Skeptics**: monitor them
- **Messengers/ champions**: activate them
- **Others**: listen and share
- **Supporters**: keep them informed

Stakeholders unsure whether to support your work may need more information, persuasion, or want to see others come on board first.
What you share with stakeholders are your assets, including photos, video and data – these will need to be built over time in a continuous process.

Collect materials that support the project **before** you know exactly where the story might go. These storytelling components gathered over a period will help **show evolution** and **impact**.

### Photos
- Before and after
- Photograph through stages
- Groundbreaking/building
- Interactions with users
- Brainstorming sessions
- Visuals that show the problem
- Testing and pilots

### Video
- Time lapse to show change over time
- Interviews with users, mayors, and others involved
- Interactions with users/residents engaging with project
- Bringing the challenge to life

### Data
- Scope of the problem
- Number of people helped or projected to be helped
- Timeline, impact or dollars saved because of project
Most importantly, the message you share is what builds authenticity and is possible when your story aligns with what matters to your audience

5 key questions for storytelling authenticity

1. Why should the audience care? How will it help their lives?
2. How can you prove what you’re saying is true?
3. Who is helped by this?
4. How does this make a difference to people? The community?
5. How is this different than what has come before? Or how is this new?

An additional gut check is to ask— if I told this story to the average resident I met in my community, would they care or understand?
Step 6. Storytelling to sustain momentum

**STEP 6 CONTENT GUIDE**

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| B. Case study: Erie County, PA | 84 |
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| D. Exercise Example: Objectives and approach to engaging stakeholders | 87 |
Erie County, PA: The County published required reports with data to its website, and utilized the press to reach more residents with info on the ARP

The Approach

- Erie County published its plan to its local government website, held a press conference and has had video and print media reporting on its ARP plan
- Additional articles on the ARP were then picked up in local media, including ongoing discussions of preferences by community stakeholders on spending

How you might use it

- Building in opportunities to get your leadership in front of the county audience and reaching out to press proactively will enable you to start building awareness of the ARP and your plan for the county
- You can use the press to improve outreach to stakeholders or recruitment of stakeholders to improve the equity of your planning and implementation

Read more about Erie’s plan at: https://eriecountypa.gov/open-government/american-rescue-plan-act/
## Step 6. Storytelling to sustain momentum

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<thead>
<tr>
<th>STEP 6 CONTENT GUIDE</th>
<th>PAGES</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Introduction to storytelling to sustain momentum</td>
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</table>
A stakeholder map helps you identify your key stakeholders, their relationship to your program, and how you should plan to influence them through your engagements.

**Illustrative Example**

- **Skeptics**
  - monitor them

- **Others**
  - listen and share

- **PTA**

- **Movables Middle**
  - Engage them

- **Supporters**
  - Keep them informed

- **Messengers/champions**
  - activate them

- **State representative**

- **County Youth United**

- **Mayor’s Office**

- **State AARP chapter**

Access blank Template in the Appendix
After you map your stakeholders, consider what messaging and storytelling assets will help you reach them.

### Illustrative Example

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Type</th>
<th>Objective</th>
<th>Approach &amp; Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td>County Youth United</td>
<td>Target</td>
<td>• Share aspiration and progress to date with them</td>
<td>• Bring resident stories of impact and resident needs assessments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Invite them to join quarterly working group</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Have them share program info w/their constituency &amp; join engagement events</td>
<td></td>
</tr>
<tr>
<td>State AARP Chapter</td>
<td>Champion</td>
<td>• Have them share program info w/their constituency &amp; join engagement events</td>
<td>• Presentation on digital divide for local seniors</td>
</tr>
<tr>
<td>Mayor’s Office</td>
<td>Champion</td>
<td>• Have them share program info w/residents</td>
<td>• Share performance dashboard on digital divide</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Accelerate program impact in the city</td>
<td></td>
</tr>
<tr>
<td>County Resident’s Association</td>
<td>Fan Club</td>
<td>• Have them share program info w/residents</td>
<td>• Ask them to share quarterly newsletter</td>
</tr>
<tr>
<td>State representative</td>
<td>Opponent</td>
<td>• Demonstrate their constituents want this initiative</td>
<td>• Have AARP or Youth groups deliver resident stories/needs or digital divide presentation to the Representative</td>
</tr>
<tr>
<td>PTA</td>
<td>Not a priority</td>
<td>• NA</td>
<td>• NA</td>
</tr>
</tbody>
</table>
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- What is State Recovery Now?
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- **Appendix A: Exercise Templates**

- Appendix B: Capacity Review Rubric
**Exercise: Define your aspiration and success indicator**

What are you trying to achieve? [Add aspiration here]

Next, complete this table for your aspiration(s) using a 1-4 scale, 1 being weakest and 4 being strongest.

<table>
<thead>
<tr>
<th>Success indicator for aspiration</th>
<th>Is it MEANINGFUL?</th>
<th>Is it MOVEABLE?</th>
<th>Is it MEASURABLE?</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
<td>Score</td>
</tr>
<tr>
<td></td>
<td>Rationale</td>
<td>Rationale</td>
<td>Rationale</td>
<td></td>
</tr>
</tbody>
</table>

**Indicator 1:**

**Indicator 2:**

**Equity tip:** Review your rationale with county stakeholders who may have different perspectives on how to score each indicator.
Exercise: Set your targets

Aspiration: [Add aspiration here]

Success Indicator: [Add success indicator(s) here]

Baseline: [Add baseline information here]

Success Target: [Add targets here]

Equity tip: Discuss your proposed success target with stakeholders to get their feedback on if it is the right level of ambition
**Exercise: Assess the issues in your community**

<table>
<thead>
<tr>
<th>ASPIRATION</th>
<th>PROBLEM HYPOTHESIS</th>
<th>ROOT CAUSES</th>
<th>STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Aspiration:</strong> <em>List aspiration here...</em></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Success indicator and/or target:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Problem #1</strong></td>
<td><strong>Problem #2</strong></td>
<td><strong>Problem #X</strong></td>
<td></td>
</tr>
<tr>
<td>List problem...</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Root Cause 1a</strong></td>
<td><strong>Root Cause 1b</strong></td>
<td><strong>Root case 2a</strong></td>
<td><strong>Root case Xa</strong></td>
</tr>
<tr>
<td>List root causes</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Strategies for 1a</strong></td>
<td><strong>Strategies for 1b</strong></td>
<td><strong>Strategies for 2a</strong></td>
<td><strong>Strategies for Xa</strong></td>
</tr>
<tr>
<td>• List strategies to each root cause</td>
<td></td>
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</tbody>
</table>

- **Equity tip:** Conduct this mapping exercise with other county stakeholders to capture different perspectives on root causes
**Exercise: Map, prioritize and then sequence your strategies**

<table>
<thead>
<tr>
<th></th>
<th>Low</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Potential impact</strong></td>
<td>[NO BRAINERS]</td>
<td>[TRANSFORMATIONAL CHANGE]</td>
</tr>
<tr>
<td><strong>Low</strong></td>
<td>[QUICK WINS]</td>
<td>[RECONSIDER VALUE]</td>
</tr>
<tr>
<td><strong>High</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Degree of difficulty**

**Equity tip:** It’s helpful to draw this activity on chart paper. You can hold a workshop with other community stakeholders to plot strategies. This activity can be repeated more than once to capture different perspectives.
**Exercise: Draw your own delivery chain, then identify key roles stakeholders must play and potential risks within the chain**

**Strategy Name:**

---

**Beginning with your benefitting residents, work backwards to draw your delivery chain**
Exercise: Plan a routine for your implementation

<table>
<thead>
<tr>
<th>Question</th>
<th>Routine Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>What type of routine will be used?</td>
<td></td>
</tr>
<tr>
<td>Who is receiving information?</td>
<td></td>
</tr>
<tr>
<td>Who is being held accountable?</td>
<td></td>
</tr>
<tr>
<td>What other stakeholders will be involved?</td>
<td></td>
</tr>
<tr>
<td>How frequent will the routine be?</td>
<td></td>
</tr>
<tr>
<td>What data would be appropriate to review?</td>
<td></td>
</tr>
<tr>
<td>What will the outcome of the routine be?</td>
<td></td>
</tr>
</tbody>
</table>
# Exercise: Write an Update Note for Leadership

<table>
<thead>
<tr>
<th>Aspiration:</th>
<th>List your aspiration and success metric</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy:</td>
<td>List what strategy you are working on to achieve this aspiration</td>
</tr>
<tr>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Next update:</td>
<td></td>
</tr>
</tbody>
</table>

**Overall progress:**
- Include key highlights on implementation progress which a reader who is not involved in the day-to-day work could understand
- Share any relevant data which demonstrates progress towards your aspiration, including your success metric

**Key actions since last note:**
- Explain what 2-3 actions you have taken to make progress that are most important for everyone to understand

**Risks and opportunities:**
- What risks or problems are emerging?
- Where do you need support from others to address these problems?

**Next Steps:**
- What are the top 2-3 actions you will take next month to keep making progress?

**Decisions required:**
- What 1-2 key decisions need to be made, who should be involved, and when does it need to happen?
**Exercise: Map your stakeholders**

- **Skeptics**: monitor them
- **Messengers/Champions**: activate them
- **Movable Middle**: Engage them
- **Supporters**: Keep them informed
- **Others**: listen and share

---

- **Power to influence outcome**

- **Level of support for your effort**
  - Low
  - High
## Exercise: Plan for how to reach your stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Type</th>
<th>Objective</th>
<th>Approach &amp; Assets</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</tr>
</tbody>
</table>

Copy your stakeholders over once you have completed a Stakeholder Map.
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• Appendix A: Exercise Templates
• Appendix B: Capacity Review Rubric
To conduct a capacity review assessment, convene leadership and other relevant stakeholders to discuss and score each quality of the fifteen-element framework.

1. Develop a Foundation for Delivery
   - Define your aspiration
   - Review current state of Delivery
   - Build the Delivery Unit
   - Establish a Guiding Coalition

2. Understand the Delivery Challenge
   - Evaluate Past & Present Performance
   - Understand Drivers of Performance & relevant system activities

3. Plan for Delivery
   - Determine Reform Strategy
   - Draw the delivery chain
   - Set Targets & Trajectories

4. Drive Delivery
   - Establish routines to drive delivery
   - Solve problems early & rigorously
   - Sustain & Continually Build Momentum

5. Create an Irreversible Culture of Delivery
   - Build system capacity all the time
   - Communicate the Delivery Message
   - Unleash the “Alchemy” of Relationships

The result reflects overall capacity to deliver and areas of strength or for improvement based on the legend. Ratings should reflect group consensus.
As stakeholders rate each element, they should consider guiding questions for each element

<table>
<thead>
<tr>
<th>Delivery Element</th>
<th>Guiding Questions</th>
</tr>
</thead>
</table>
| 1. Develop a Foundation for Delivery | A. Define your aspiration  
Does the system have a clearly articulated and shared aspiration?  
B. Review the current state of delivery  
Does the system regularly and deliberately reflect on its existing capacity to drive progress against the aspiration?  
C. Build the Delivery Unit  
Is there a person or team dedicated to driving implementation and monitoring progress?  
D. Establish a guiding coalition  
Has the system leader identified and leveraged a group of 7-10 key people outside the system office who are influential in driving progress against the aspiration? |
| 2. Understand the Delivery Challenge | A. Evaluate past and present performance  
Does the system regularly and consistently use data to evaluate performance?  
B. Understand drivers of performance and relevant activities  
Do system leaders understand the impact of their work and what works in improving outcomes? |
| 3. Plan for Delivery | A. Determine your reform strategy  
Has the system identified and defined a set of strategies that will maximize the collective impact on the aspiration?  
B. Draw the delivery chain  
Do system leaders understand the chain through which implementation must occur?  
C. Set targets and establish trajectories  
Have the aspiration and associated goals been translated into concrete end targets and trajectories? |
As stakeholders rate each element, they should consider guiding questions for each element

<table>
<thead>
<tr>
<th>Delivery Element</th>
<th>Guiding Questions</th>
</tr>
</thead>
</table>
| 4. Drive Delivery                 | **A. Establish routines to drive and monitor performance**  
Are there regular, results-driven conversations that allow for shared review of and action on performance?  
**B. Solve problems early and rigorously**  
Are there mechanisms to ensure problems are identified, raised early, and solved in order of priority?  
**C. Sustain and continually build momentum**  
Does the system maintain its focus through challenges and distractions? |
| 5. Create an irreversible Delivery Culture | **A. Build system capacity all the time**  
Is building implementation capacity a priority for system leaders and an ongoing endeavor?  
**B. Communicate the delivery message**  
Does the system regularly communicate about the aspiration and the strategies to achieve it?  
**C. Unleash the “alchemy of relationships”**  
Are relationships that are central to successful implementation deliberately identified, cultivated, and maintained? |
Thank You!

For more information reach out to Senator Bill Ferguson or Anum Bashir
State Recovery Now