Lifecycle Stage #1: The Idea
Know Community/Build Trust

Overview
Perceived community need sparks a founding idea or vision of what could be

Component Characteristics

**Program:** Programs are not yet defined, only an intense, often personal mandate to fill a societal gap

**Management:** Originators are believable, action-oriented people with commitment to proposed purpose

**Governance:** None exists at this stage, only supporters with a connection to purpose

**Resources:** Sweat equity is the usual self-funding device, unless originators have deep pockets or an outside angel backs the project

**Systems:** Although generally lacking in systems, in-kind services, equipment, & other goods may exist

Challenges of the Idea Stage
- Identifying an unmet need
- Developing vision and intentionally designing an approach from a place of seeing the system
Lifecycle Stage #2: Start-up
Co-Construct Purpose, Build a Strong Team

Overview
The beginning stage of operations when energy and passion are at their highest, but systems awareness and design of approach generally lag far behind

Component Characteristics

Program: Programs/efforts are experimental, and generally have more breadth than depth

Management: Leadership acts as a spark-plug, motivating and inspiring to others

Governance: Early adopters almost always have a direct connection to the issue

Resources: Usually a low-budget, boot strap operation unless seeded initially by a major start-up grant

Systems: Financial and administrative functions and systems are generally underdeveloped

Challenges of the Start-Up Stage
• Sharing vision, responsibility, and paying adequate attention to trust building
• Hiring and attracting the right constituencies - Leveraging sweat equity into outside support
• Knowing when to say no - Living within financial means and relational readiness
Lifecycle Stage #3: Act Together to Cultivate Growth and Effectiveness

Overview
Program opportunity and service demand exceed current systems and structural capacities

Component Characteristics

**Program:** Collaborative begins to understand and define the distinctive methods and approach that separate its systemic programming from others – and this is recognizable to outsiders

**Management:** Effort is led by people who see infinite potential for services

**Governance:** Advisory structure begins to appear – ideally, as a result of earlier design

**Resources:** More sources of income create greater accounting and compliance complexities

**Systems:** Current systems, never good to begin with, must now be substantially improved to meet demands of continual program expansion and rising compliance expectations

Challenges of the Growth Stage

- Too much to do, too little time - Identifying distinctive competence
- Developing governance ownership - Formalizing structure
- Creating a program and strategic focus - Diversifying revenues and managing cash flow
Lifecycle Stage #4: Deepen, Sustain, Make this Work a Way of Life in Order to Make the Change

Overview
Collaborative has a reputation for providing steady, relevant and vital services to the community and operates with a solid organizational foundation and an overall sense of security.

Component Characteristics

Program: Programs are well-organized; results focused; and in touch with community needs.

Management: Leadership is often second or third generation from the originators.

Governance: Advisors set direction, is policy oriented and leaves systems flows/actions to the “doers”.

Resources: Initiative has multiple sources of income and is not dependent on one source of funding.

Systems: Operates from an outlined course of action for routine client, advisory and personnel matters.

Challenges of the Maturity Stage
- Remaining client-centered, rather than policy-bound
- Keeping staff motivated around the mission and multiple organizations strategically aligned
- Building sustainable funding sources
- Becoming position rather than person dependent
<table>
<thead>
<tr>
<th>Component</th>
<th>Stage</th>
<th>Evidence</th>
<th>Barriers to Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>Maturity</td>
<td>Outcome objectives, Performance-based contracts, Contractual accountability, Program results, Partner new programs with established ones, Secure sources of funding</td>
<td>Space</td>
</tr>
<tr>
<td>Management</td>
<td>Growth</td>
<td>Consistent policy implementation, Regular management meetings</td>
<td>Demand exceeds ability to supply service, Management fatigue</td>
</tr>
<tr>
<td>Governance</td>
<td>Growth</td>
<td>Moral support, Informal advice, Technical expertise, Financial support, Fiscal supervision</td>
<td>Little hierarchy between advisors and delivery people, Demands of ownership need to be explored</td>
</tr>
<tr>
<td>Resources</td>
<td>Growth</td>
<td>Safe sources of funds, Diversity, Quality accounting, Fiscal management, Performance-based contracts</td>
<td>Sporadic payments</td>
</tr>
<tr>
<td>Systems</td>
<td>Start-up</td>
<td>Job descriptions, Personnel policies, Employee handbook</td>
<td>Managers need to take more responsibility for budget and spending</td>
</tr>
<tr>
<td>Component</td>
<td>Stage</td>
<td>Evidence</td>
<td>Barriers to Growth</td>
</tr>
<tr>
<td>------------</td>
<td>-------</td>
<td>----------</td>
<td>--------------------</td>
</tr>
<tr>
<td>Program</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Governance</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Resources</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Systems</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>