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

Component	Stage	Evidence	Barriers to Growth
Program	Maturity	Outcome objectives Performance-based contracts Contractual accountability Program results Partner new programs with established ones Secure sources of funding	Space
Management	Growth	Consistent policy implementation Regular management meetings	Demand exceeds ability to supply service Management fatigue
Governance	Growth	Moral support Informal advice Technical expertise Financial support Fiscal supervision	Little hierarchy between advisors and delivery people Demands of ownership need to be explored
Resources	Growth	Safe sources of funds Diversity Quality accounting Fiscal management Performance-based contracts	Sporadic payments
Systems	Start-up	Job descriptions Personnel policies Employee handbook	Managers need to take more responsibility for budget and spending

Component	Stage	Evidence	Barriers to Growth
Program			
Management			
Governance			
Resources			
Systems			