

**COMMUNITY PLANNING PARTNERSHIP  
PROFILES BY PROGRAM**

## **Community Planning in Action**

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1. Name of Program: **ACCESS**
  
2. Community Planning contact person: **Andrea Strout**  
Phone: **508-548-0151 x135** Email: **atstrout@earthlink.net**
  
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input checked="" type="checkbox"/> <b><u>Teacher</u></b>	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input checked="" type="checkbox"/> <b><u>Project Coordinator/Director</u></b>
  
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**
  
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnership  
**Several cities or towns with one ABE CP Partnership**   
Several cities or towns with more than one ABE CP Partnership

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

## Community Planning in Action

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1. Name of Program: **Action for Boston Community Development, Downtown Adult Literacy Program**

2. Community Planning contact person: **Mary D. Mello**

Phone: **617-357-6000 x7541**

Email: [mello@bostonabcd.org](mailto:mello@bostonabcd.org)

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

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input checked="" type="checkbox"/> <b><u>Adult Education Coordinator</u></b>	<input type="checkbox"/> Technology Coordinator
<input checked="" type="checkbox"/> <b><u>ADA Coordinator</u></b>	<input type="checkbox"/> Other (please explain)

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

5. 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**

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnerships

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*A detailed account of Mary's experience in year 2 can be found in the narratives & interview section.*

**Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.

**Informal relationships with different service providers that were defined more by the learners' place of residence than the location of our program.**

2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.

**The establishment of a closer working relationship with the other downtown service providers.**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?

**The process is very time consuming. If the resources are increased for the process, than the groundwork that was done may be helpful in the future. Otherwise, it may just be an academic exercise.**

4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?

**It is very time consuming, and it takes resources and expertise.**

## Community Planning in Action

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1. Name of Program: **Action for Boston Community Development (ABCD) North End/West End N.S.C. ESOL Program**

2. Community Planning contact person: **Sr. Maureen O'Brien, SND**

Phone: **617-523-4694**

Email: **obrien@bostonabcd.org**

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

**Community Planning Coordinator**

Associate Director

**Teacher**

**ADA Coordinator**

Executive Director

Counselor

Technology Coordinator

Other (please explain)

4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Adult ESOL**

5. 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

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnership

**None of the above. We are a single ABE service site in one of Boston's neighborhoods, the North End.**

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**Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.

**It's been up and down. The data gathering dimension worked well, but it took a while to find a specific focus for bringing together potential community partners with coalition members. The single issue we continue to work on is job related. It involves creating a common ground between the needs and work practices of current/potential employers and the delivery of ABE services.**

2. What motivates people to participate in the partnership?

**Specific goals with measurable win-win outcomes are the greatest motivators.**

3. Describe an accomplishment for your partnership this year.

**The decision to focus on identifying the needs of employers vis-a-vis entry level employees was a good planning choice.**

## **Community Planning in Action**

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4. What were key factors in making this accomplishment a success? What were the challenges?

**I'd like to set the word "success" to one side. It's too early to use it. Practically speaking, finding a good point of entry, i.e., the relationship between employers and our ESOL program as an ABE service provider was key.**

**Some of the challenges will be:**

- (1) To continue building relationships**
- (2) To find ways to broaden opportunities for gradual advancement within traditionally low paying positions in hospitals, hotels, and restaurants, and**
- (3) To create an employer awareness that education not only benefits the employee, but the employer.**

5. Based on your experience, what advice do you have for colleagues?

**Use feedback from community leaders to critique planning agendas. Test the waters before you proceed. Be willing to make adjustments.**

## Community Planning in Action

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1. Name of Program: **Boston Chinatown Neighborhood Center Adult ESL (BCNC AESL)**
2. Community Planning contact person: **Maryana Huston**  
Phone: **617-451-6106** Email: **aesldir@bcnc.net**
3. Please check all of the following jobs that you hold:

<input 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"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input checked="" type="checkbox"/> <b><u>ESL Program Director</u></b>
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. 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

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### Year Two (2001-2002):

1. Briefly describe your program's experience in your partnership this year.  
**We have had several "core" meetings with BCNC, AACCA, and sometimes ACCESS (non-DOE) people active in community planning. Lots of activity through email about state budget advocacy; two events with larger group of CP members, including a mini-conference with a keynote speaker and panel on having a voice and focus groups. Some work with our consultant. Lots of bilingual brochure and website design: check out [www.ccep-boston.net](http://www.ccep-boston.net). Some data collection and training for the assessment.**
2. What motivates people to participate in the partnership?  
**That's hard to say. The people most involved are motivated by the "cause" of good ABE and other resources for the mostly Chinese population and are connected fairly well anyway. This has become a nice, more formal way and reason for people to meet and share.**
3. Describe an accomplishment for your partnership this year.  
**It was hard at the beginning to get all partners to understand what we were trying to do but creating the website was a constant mantra, so we began to work on that right away**

## **Community Planning in Action**

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**and spent a lot of the CP money on it. The success of the website has encouraged people to continue to be involved and we proved ourselves as committed to responding to the needs of the community in raising the awareness of the resources available. What you see in the website is just Phase I; we will add the more detailed program chart that Chris is having us do in the fall, the final draft of the assessment, and links to other community resources. A longer term goal is to link to Quincy and Malden.**

- 4. What were key factors in making this accomplishment a success? What were the challenges? We had a couple of web design people already on board. It was a clear and concrete task that we could show our partners with a projector at the mini-conference; that was really satisfying. Not much challenge besides time and money. Also a couple of small, non-DOE ESL programs have not really responded to our repeated invitations to get involved, so they are not on the website.**

## Community Planning in Action

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1. Name of Program: **The Cambodian Mutual Assistance Association**
2. Community Planning contact person: **Janice J. Pokorski**  
Phone: **978-654-7318** Email: **janicepokorski@cmaalowell.org**
3. Please check all of the following jobs that you hold:  

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input checked="" type="checkbox"/> <b>Technology Coordinator</b>
<input checked="" type="checkbox"/> <b>ADA Coordinator</b>	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **ESOL.ESL**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership**   
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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*For the 2001 update, please look under the Lowell Adult Education Center.*

### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.  
**The members of our partnership bring together the people and interests that are needed to reach our goal in completing a comprehensive assessment of our community's assets and needs. Everyone who attended was interested in the agenda and most of all interested in joining in and collaborating with our services and goals.**
2. What motivates people to participate in the partnership?  
**Many phone calls as a reminder after an invitation is sent in the mail. Have the event during lunch with snacks or food provided.**
3. Describe an accomplishment for your partnership this year.  
**Better understanding of other community services as to who we are and what our mission is for the future.**

## **Community Planning in Action**

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4. What were key factors in making this accomplishment a success? What were the challenges?  
**Key factors are communication and surveys from the participants. People like to discuss their own programs and do comment on the gaps in services for their clients. Challenges are having enough money to continue programs and services and to create new services that will be discovered in the needs and assets report. Future thinking and planning.**
  
5. Based on your experience, what advice do you have for colleagues?  
**Keep an open mind and be creative with your program and clients. Things change everyday and so should we.**

## Community Planning in Action

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1. Name of Program: **Center for New Americans**

2. Community Planning contact person:

Jim Ayers Phone: **413-587-0084**

Phyllis Robinson Phone: **413-659-3081**

Email: **pfierrob@aol.com**

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

**PR Community Planning Coordinator**

Associate Director

Teacher

ADA Coordinator

**JA Executive Director**

Counselor

Technology Coordinator

Other (please explain)

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

5. Please check which statement best describes your Community Partnership

The partnerships that Center for New Americans, The Literacy Project and International Language Institute will be involved with several towns with one ABE CP partnership.

One city or town with one ABE CP Partnership

One city or town with more that one ABE CP Partnerships

**Several cities or towns with one ABE CP Partnership X**

Several cities or towns with more than one ABE CP Partnerships

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*For the 2002 update, please look under Hampshire and Franklin County ABE Community Partnership.*

**Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.

**The Center for New Americans, ILI and TLP all have worked in partnership with the Northampton and Amherst literacy providers for a number of years. A few examples of this history of collaboration are provided here. In the past, there was a bimonthly meeting of literacy providers who met in Northampton. TLP had a site for its classes at the Jones library in Amherst (the Jones Library runs its own ESL program as well). CNA has been a part of the Amherst Public Schools Even Start Coalition.**

**TLP and CNA worked in a similar fashion in Franklin County. TLP and CNA have had a good working relationship with Greenfield Community College, regularly referring students for further education.**

## **Community Planning in Action**

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2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.

**An important accomplishment for the Community Planning work in Hampshire and Franklin county had to do with the initiation of this work. First, CNA, ILI and TLP are in the unusual position of having multiple sites in two different counties. For the first time, our DOE grants were made in collaboration with two other organizations. Thus, initiating Community Planning work took considerable preliminary work on the part of the Community Planning contact people within our organizations. We met among ourselves and with the DOE from December, 2000 through March, 2001 in order to clarify the best way to proceed with our community planning work. After considering our options and the ways in which residents use services and the ways in which services are organized, we decided to organize two partnerships, one in Hampshire County and one in Franklin County. Making this decision was an important and necessary step for our community planning team.**

3. In the Community Planning process this year, what was worth doing that was difficult to do? **Getting together with our grant partners to work on Community Planning was a challenge because we were all new to the process and didn't know how to divide up the area that we're working in. After we made some decisions regarding the geographic areas we will work in, we decided to join forces among the three agencies and hire one staff person to work on community planning. We developed a community planning coordinating committee that developed a job description, did outreach for the position and hired our community planning staff person.**
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it? -----?

## Community Planning in Action

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1. Name of Program: **Central Berkshire County ABE Community Coalition**

2. Community Planning contact person: **Claudine Chavanne**

Phone: **413-637-0373**

Email: **claudine@capital.net**

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

**Community Planning Coordinator**

Associate Director

Teacher

ADA Coordinator

Executive Director

Counselor

Technology Coordinator

Other (please explain)

4. 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.

5. 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

**Several cities or towns with one ABE CP Partnership**

Several cities or towns with more than one ABE CP Partnership

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**2000-2002**

**Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.

**There were a number of informal partnerships with other agencies as well as participation in the Berkshire County Regional Employment Board's Adult Literacy Committee.**

**A new position was also established to focus on strengthening the liaisons between the Adult Learning Center and other agencies.**

2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.

**Conducted a Focus Group for 26 participants that brought representatives together for the first time from a broad range of employers, educational systems, Adult Education**

## **Community Planning in Action**

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**(ABE) providers, state employment and training agencies, other employer and training related service providers, and social service agencies.**

**Developed a new definition of “Basic Skills” that met the needs of all the participants because it included life/social skills (negotiating effectively in the community, coping with change) and work ethic (job readiness, problem solving, computer literacy, ability to present oneself) in addition to the “3Rs”.**

3. In the Community Planning process this year, what was worth doing that was difficult to do? **Learn the language of “state educes”.**

4. What is the most important thing you learned about ABE Community Planning this year? How did you learn it?

**That people in adult basic education need a formal opportunity to share what’s working, what’s not, what’s frustrating, and how it can be fixed in an open discussion that includes representatives from business, social service agencies, educational institutions, and training and employment agencies as well as from other ABE providers. The overall education, problem solving, and networking that can result are well worth the effort.**

**That sharing the information is just as important as obtaining the information. This exchange of knowledge in an action-oriented manner allows the various entities in the community to uncover more effective solutions share ideas and explore new directions.**

### **Year Two (2001-2002):**

1. Briefly describe your program’s experience in your partnership this year. **Flexibility seemed to be the driving force this year due to the emerging or rapidly changing needs that arose regarding ABE services.**

**The top issues and actions that I undertook as a community planner were the:**

- 1) ABE budget and the subsequent letter writing and public relations campaigns that I helped develop to encourage legislative support for adequate funding**
- 2) Need for more information exchange among ABE providers and the resulting expansion of the Adult Literacy Committee, the Job & Training workshop that I conducted for the Adult Learning Center to identify resources and engage providers of job placement and training into ABE planning, the development of a *Guide to ABE Services in Berkshire County* and the soon to be released *Jobs & Training Guide***
- 3) Proposed changes to alternative GED programs, particularly the Adult Learning Center’s Adult Diploma Program, that prompted research to gauge the impact of the proposed changes in the business and education community**

## **Community Planning in Action**

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- 4) **Expansion of Job Shadow Day at the Adult Learning Center, both in terms of participants that day and opportunities throughout the year for students**
- 5) **Possibility of a collaborative application for a BEST grant (Building Essential Skills Through Training)**
- 6) **Emerging need for a consistent approach to marketing ABE programs in the region that will be a major focus next year**

2. What motivates people to participate in the partnership?

**I try to make sure that all the ABE participants at the quarterly Adult Literacy Committee meetings walk away with something they can use in their own programs. Some of the benefits that have come out of these meetings are grant strategies, insights into the budget process, and practical information about new or revised ABE modules or strategies that other providers are or have implemented.**

**Our meetings are also planned to be as efficient as possible, so they start and end on time, the agenda focuses on the two priority issues that were requested for the meeting by members, and everyone has a chance to provide a brief update regarding their program. We also provide additional time before and after the meeting for informal networking.**

3. Describe an accomplishment for your partnership this year.

**ABE issues are so interconnected in Berkshire County, that I found it necessary to expand my outreach efforts to include all ABE providers in the county, not just in the central Berkshire area. The result was an expanded Adult Literacy Committee that I now chair and which meets to focus on two pre-defined priority issues each quarter in the hopes of creating enough action steps to begin resolving the issues. This need among ABE providers to network and brainstorm solutions became increasingly apparent during the budget crisis, when everyone was trying to plan ahead to do more with a lot less. In the months ahead, our focus will be on marketing ABE services more effectively and looking at the role that distance learning could/should play in ABE programs.**

**An added benefit of this expanded Committee is that they serve as a sounding board for ABE community planning strategies. Their input led me to develop a comprehensive Guide to ABE Services in Berkshire County and a Job & Training Resource Guide that will have widespread distribution in the community, both in print and online.**

**Other issues that arose in the first year of community planning research, including the need for a stronger business/education link and better marketing/communication of ABE services are also expected to benefit from the valuable input that the Adult Literacy Committee of Berkshire County can provide.**

## **Community Planning in Action**

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4. What were key factors in making this accomplishment a success? What were the challenges?

**ABE providers are pulled in so many directions that it is often frustrating for them to add one more meeting to their already busy calendar. Convincing members that Adult Literacy Committee meetings would be productive was an important consideration in my overall strategy. In order to achieve this goal, I try to be very organized so that everyone knows about the meetings on a timely basis, what the priority issues are for that meeting, and what the meeting highlights and action items are as a result of the meeting. I also try to ensure that everyone's needs are being met at the meetings without distracting from the primary focus of the meeting. It can be somewhat of a balancing act, but I have often called on the meeting facilitation skills that I have acquired over the years.**

**As with any agenda, getting to and implementing action steps is also a challenge. As a Community Planner, I take the responsibility to keep the process on track and offer my support, as needed, to bring about the envisioned solution.**

5. Based on your experience, what advice do you have for colleagues?

**Because the role of community planner is not strictly defined, I try to remain flexible enough to meet the high priority needs of the stakeholders that I serve while remaining true to the overall goals of ABE community planning as set forth by the DOE. To maintain the balance, I often call on my organizational and networking skills to provide**

**the critical information I need in order to maintain perspective and prioritize requests from the various constituencies in my region.**

**I also realize how important it is to keep talking about ABE programs and issues in my region, so I try to reach a variety of stakeholders in the community by attending Chamber of Commerce events and Human Resources Association of Berkshire County meetings to gather input from the business community, Adult Literacy Committee quarterly meetings to keep abreast of ABE issues, Adult Learning Center staff meetings and various educational workshops to learn more about the education community's perspective, and any legislative events that allow me to talk about ABE issues. As a business consultant, I also find that having a diverse group of for-profit and non-profit clients gives me a valuable perspective, especially to see the "big picture."**

**In addition, I find that encouraging collaborative efforts often yields satisfying results, as long as I am able to provide the time and effort required to keep the ball rolling. At other times, I try to identify at least one action that I can effectively perform for the constituency (i.e. employer association, educator, or social service agency) so that everyone has a sense that there is enthusiastic support and solutions for the ABE issues defined in last year's focus groups.**

## Community Planning in Action

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1. Name of Program: **Chelsea Adult Education, Inc./Bunker Hill Community College**

2. Community Planning contact person: **Bob HighTower**

Phone: **617-889-8432**

Email: [chelabe@massed.net](mailto:chelabe@massed.net)

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

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

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

5. Please check which statement best describes your Community Partnership

**One city or town with one ABE CP Partnership X**

One city or town with more than one ABE CP Partnerships

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.

**There has been periodic conflict with other local agencies. Sometimes attending events sponsored by other agencies. The everyday struggle of a program that has been around for some time but is now putting forth a new image from its recent independent incorporation.**

2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.

**We have developed and strengthened a partnership with the community-based organizations that offer ABE services here. The communication among the partners has increased, allowing for monthly meetings that enable us to review activities and develop a plan for FY02.**

3. In the Community Planning process this year, what was worth doing that was difficult to do?

**Being the Community Planner for 2 programs is very difficult. I have to keep in mind the activities, the strengths and weaknesses of both while representing both optimally.**

## **Community Planning in Action**

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4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?

**How to plan and organize meetings with people on the Community Planning Advisory Board. These people are from different parts of the community, with different lifestyles. Getting them to the table together continues to be a challenge. I have learned that it takes a large amount of cajoling, pleading and all manner of asking to get folk to make a commitment.**

## Community Planning in Action

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1. Name of Program: **Clinton Adult Learning Center**
2. Community Planning contact person: **Christine Cordio**  
Phone: **978-365-4226** Email: [clinton1@massed.net](mailto:clinton1@massed.net)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	<input checked="" type="checkbox"/> <b>Executive Director</b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership X**  
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**Clinton Adult Learning Center has always involved the community in planning and program development. An active advisory board has been in place for many years. The group meets four times a year and discusses program issues and helps with making decisions. Workplace Education has been a component of the Learning Center for the past three years. Business in the community have taken an active role in establishing classes for ESOL. The Learning Center has a strong relationship with the school department and the local childcare partnership.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**  
**The milestone accomplished this year would be finding an existing community group to join. This group is called the Community Advisory Committee. The President of Clinton Hospital established this group last May. When we approached him with our need to have a community partnership he was very willing to allow us to join this group and share our focus on literacy.**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Forming the Partnership and making new connections. As a new Director it was difficult to discuss the “ABE World” with community members. I was learning so much to begin with and then was told to go out and sell it to the community. Building the partnership forced me to take action quickly and learn everything I could about adult education.**
  
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**The most important thing I learned about CP this year is that it will always change. I needed to change my focus for developing the group frequently. Members came and went and I expect that they will continue to do so. I learned that I need to keep the core group in tack and allow the flow of other members. I learned this through experiencing it.**

## Community Planning in Action

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1. Name of Program: **Condon Community Center**
2. Community Planning contact person: **Michael Farma**  
Phone: **617-635-5100** Email: [mafsbma@aol.com](mailto:mafsbma@aol.com)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input checked="" type="checkbox"/> <b><u>Executive Director</u></b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership**   
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**We had been collaborating for several years due to issues which impacted our community and programs.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**We reached a Memorandum of Agreement with Notre Dame Education Center regarding GED Referrals.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Meeting with the group which included line staff.**
4. What is the most important thing you learned about ABE Community Planning this year? How did you learn it?  
**That DOE Program monitors are more flexible in their interpretations than I had been led to believe. I found this out by talking to them.**



## Community Planning in Action

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1. Name of Program: **Everett Literacy Program**
2. Community Planning contact person: **Meg English**  
Phone: **(617) 394-2318** Email: **elitercy@massed.net**
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> <b>Executive Director</b>
<input type="checkbox"/> Associate Director	<input checked="" type="checkbox"/> <b><u>PT Counselor</u></b>
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input checked="" type="checkbox"/> <b><u>ADA Coordinator</u></b>	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. Please check which statement best describes your Community Partnership  
 **One city or town with one ABE CP Partnership** **X**  
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.  
**We had 2 more festivals which were multicultural sponsored by the Chamber of Commerce in Early October and June. The most important activity that occurred, however, was a "Focus Group" in November. The focus was on what people believed the program needed to do to build on itself. This was successful in particular because the Everett Mayor David Ragucci introduced the group and praised the program and spoke of some of its achievements. The event was well attended and we met for 2 hours after a Power Point display that showed the different statistics regarding the immigrant population in the city and the number of people we have served since 1998. From this group we gained several people who wanted to become more involved in the program in whatever way they could.**
2. What motivates people to participate in the partnership?  
**I believe the people who want to participate more are the people who are involved in many other community projects or organizations such as the Library/ Recreation Center/ Elders Center.**

## **Community Planning in Action**

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3. Describe an accomplishment for your partnership this year.  
**The biggest accomplishment for the partnership is getting others interested in working with us.**
  
4. What were key factors in making this accomplishment a success? What were the challenges?  
**A key factor was talking to people after the focus group (doing follow-up). Minutes of the meeting were sent to all that attended and all those who called to say they could not come but would like to know more. This helped identify those who were interested. At the end of the focus group I asked those present to please think about whether they could participate more in helping the program implement some of the ideas.**
  
5. Based on your experience, what advice do you have for colleagues?  
**Slow and steady. Be sure who you are inviting to sit with you is sympathetic to your program and its needs.**

## Community Planning in Action

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1. Name of Program: **Framingham Adult ESL**
2. Community Planning contact person: **Kathie Carroll Day**  
Phone: **508-416-2212** Email: [kcdav@jpkeefehs.org](mailto:kcdav@jpkeefehs.org)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input checked="" type="checkbox"/> <b><u>Executive Director</u></b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership**   
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**We have had a Partnership in existence for a few years now, called Framingham Community Partners. FCP is made up of a great many agencies (state and local) and programs within Framingham, for both adults and youth. We try to work together to coordinate services and resources and we are now undertaking a community-wide Community Planning effort, looking at all assets and needs of the entire community.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**We applied as a community (with everyone going in on it in partnership with each other) for a \$500,000 (over 29 months) WIA (Workforce Investment Act) grant and were fully funded. One of only two grants funded, we were told that our proposal was the strongest because it was truly a community partnership. We also received an Intel Computer Clubhouse grant for the same reason. We decided to undertake a community-wide planning effort and formed the FCP Community Planning Task Force, made up of various representatives on Framingham Community Partners. We developed a mission for the Task Force (to create a picture of the community resources, assets and gaps existing in Framingham in order to develop a stronger community through planning and collaboration). And, we have begun identifying the indicators for**

## **Community Planning in Action**

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**which we will collect data and conduct analyses. We have been asked to present our approach at a SABES workshop in June.**

3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Working together as a community planning task force is definitely worth doing. The difficulty is trying to find days/times when most people can meet.**
  
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**The most important thing I learned about ABE Community Planning was that it's a similar effort to those being undertaken or mandated by other programs and funding sources and that it makes sense to do them in a concerted effort. I learned this by knowing some and finding out about other efforts and then looking at them together.**

## Community Planning in Action

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1. Name of Program: **Hampshire and Franklin County ABE Community Partnership**
  
2. Community Planning contact person: **Phyllis Robinson**  
Phone: **413-659-3081** Email: **pfierrob@aol.com**
  
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Program Director
  
4. Type of Program (LEA, CBO, Higher Ed, CHOC): Multiagency collaborative consisting of three CBOs: **International Language Institute, Center for New Americans, and The Literacy Project**
  
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
**Several cities or towns with more than one ABE CP Partnership**

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*For a profile from year one for the Hampshire/Franklin County ABE partnership, please see Center for New Americans and the International Language Institute.*

### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.  
**The Hampshire and Franklin County ABE Community is jointly convened by the Center for New Americans, the Literacy Project and the International Language Institute.**

**To date, the community planning activities have included: meetings of the overall community planning partnership, focus groups with various community constituencies, site visits and many key informant interviews. Additionally, the consultant and representatives from the three primary ABE programs have begun analyzing significant quantities of primary and secondary demographic information. This has included Census data, MISER data, and several existing community needs assessments, reports from several collaborative community agencies, the Regional Employment Board Blueprint, youth mapping data and DOC statistical information.**

## **Community Planning in Action**

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Through these processes, the partnership intends to learn more about the effectiveness of its outreach and the overall efficacy of its model, as well as perceptions of programs in the community and among other agencies. TLP, CNA and ILI also hope to

**build lasting partnerships and to collect data that will inform policy and priorities in the region and throughout the state.**

2. What motivates people to participate in the partnership?

**It is my opinion via observation and conversation that the core partners are motivated by the funding and by their ability to gather important information for their programs. There is, of course, an interest generally in meeting the needs of the community as a whole.**

3. Describe an accomplishment for your partnership this year.

**I think that it is too soon for me to tell. We are planning a fall partnership meeting in which the data we have collected will be shared, verified and gaps identified. Many new partners have emerged due to the consultant's data gathering through focus groups and key informant interviews.**

4. What were key factors in making this accomplishment a success? What were the challenges?

**We will see once the partnership meets.**

5. Based on your experience, what advice do you have for colleagues?

**I would say that what I have been able to garner from my predecessors is that it is very important to be able to narrow the range of leads. These leads have been given often by the partners. They include youth at risk, transportation in the rural areas, community and area college services. We have looked at what they can provide that a community-based ABE/ESOL/skill-training organization cannot and vice versa, and also how to reach the incarcerated folks before their release. There are hundreds of potential people to talk to who have buckets of information. Avoid duplication by picking and choosing those who have the most broad and seasoned knowledge and yet also have a sense of the on-the-ground grassroots situation.**

**Narrow, narrow, narrow or go broad and then do a qualitative analysis of what you have.**

## Community Planning in Action

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1. Name of Program: **Harborside Community Center Adult Learning Program**

2. Community Planning contact person: **Christine Luongo**

Phone: **(617) 635-5114**

Email: **hside00@bellatlantic.net**

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

**Community Planning Coordinator**

**Adult Learning Program**

**Director**

Associate Director

**Counselor**

Teacher

Technology Coordinator

**ADA Coordinator**

**Assessment Specialist**

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

5. 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**

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnership

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### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.

**Through becoming involved with Healthy Boston Coalition in East Boston (Lisa La Mattina), we have with several other agencies become a sub-committee of literacy providers.**

2. What motivates people to participate in the partnership?

**Because we are already working together and have been for years. Now more formally, we are discovering services we can all benefit by.**

3. Describe an accomplishment for your partnership this year.

**Expansion of the partnership.**

4. What were key factors in making this accomplishment a success? What were the challenges?

**This was a success because we worked together more, no matter who was sponsoring the activity or project. The biggest challenge was time....with the state of the budget and the cuts, we started later than we projected.**

5. Based on your experience, what advice do you have for colleagues?

**Have a plan early and stick to it.**

## Community Planning in Action

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1. Name of Program: **Haverhill Adult Basic Education, Community Action, Inc.**

2. Community Planning contact person: **Nancy Tariot**

Phone: **978-393-1971 x 263**

Email: [ntariot@massed.net](mailto:ntariot@massed.net)

3. What are this person's job responsibilities (check all that apply):

Community Planning Coordinator

Executive Director

Associate Director

Counselor

Teacher

Technology Coordinator

ADA Coordinator

**Project Coordinator/Director**

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

5. 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

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnership

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*A detailed account of Nancy's experience in years one and two can be found in the narratives and interviews section.*

## Community Planning in Action

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1. Name of Program: **The Immigrant Learning Center, Inc.**
2. Community Planning contact person: **Kathy Smith**  
Phone: **781-322-9777** Email: [ksmith@ilctr.org](mailto:ksmith@ilctr.org)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input checked="" type="checkbox"/> <b><u>Director of Development</u></b>
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership X**  
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**The ILC has successfully partnered with a number of education and social service providers in Malden in order to provide educational services to immigrants and refugees.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Three major accomplishments this year are: (1) The council divided itself into two committees. Both Committees exceeded their goals for Year 1. (2) The Needs Committee developed three instruments for assessment as well as developed a procedure and time line for assessment. (3) The level of enthusiasm and commitment is extremely high.**
4. In the Community Planning process this year, what was worth doing that was difficult to do?  
**The time and energy that was spent internally on planning and preparing for the first Council meeting contributed highly to the success of the initiative all year.**
5. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**It will be a challenge to identify who in the community is actually undeserved and/or under educated. This became obvious when we started thinking about where we would conduct interviews to assess educational needs.**

## Community Planning in Action

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1. Name of Program: **International Language Institute of MA**
2. Community Planning contact persons:  
**Karine Roesch** Phone: **(413) 586-7569 x104** Email: **karine@languageschoolusa.org**  
**Phyllis Robinson** Phone: **(413) 659-3081** Email: **pfierrob@aol.com**
3. Please check all of the following jobs that you hold:  
 **Community Planning Coordinator** \_\_\_\_\_ Executive Director  
\_\_\_\_\_ Associate Director  **Counselor/Teacher**  
\_\_\_\_\_ Teacher \_\_\_\_\_ Technology Coordinator  
 **ADA Coordinator**  **DOE ESOL Program Coordinator**
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
**Several cities or towns with more than one ABE CP Partnerships**

**There are two CP initiatives among the three programs, one in Franklin and one in Hampshire county. Together, we have hired one Consultant for both initiatives, who works for all 3 agencies.**

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***For the 2002 update, please look under Hampshire and Franklin County ABE Community Partnership.***

### **Year One (2000-2001) by Kermit Dunkelberg:**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**Collaboration with other ABE providers, with Career Center and DTA, other informal networking and membership in COSA and Chamber of Commerce. No overall plan.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**We teamed with other organizations under the same grant to develop common goals and hire one Consultant. This took the entire year.**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Everything under 2. Nothing is easy about this. Simply understanding what it was we had to do took six months.**
  
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?

**Possibly, it can be done. We were afraid it was just another series of hoops to jump through. The jury is still out on that, but we are fortunate to have found a very qualified Consultant to get our project moving.**

## Community Planning in Action

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1. Name of Program: **JP Community Centers, Adult Learning Program**
  
2. Community Planning contact person: **Sandy Goodman**  
Phone: **(617) 635-5201** Email: **s\_goodman@hotmail.com**
  
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
  
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
  
5. 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**   
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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*For a detailed account of Sandy's experience in year two please see the narratives and interviews section.*

## **Community Planning in Action**

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1. Name of Program: **Holyoke JUNTOS ABE Collaborative**

2. Community Planning contact person:

Phone: **413-534-2026**

Email: **phyry@hps.holyoke.ma.us**

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

**Community Planning Coordinator**

Associate Director

Teacher

ADA Coordinator

Executive Director

Counselor

Technology Coordinator

Program Director

4. Type of Program (LEA, CBO, Higher Ed, CHOC): Multiple agency collaborative with Public Schools as lead agency and six program partners including four CBOs and the local community college: **Holyoke Public Schools, HALO Center, CARE Center, Community Education Project, MCDI-Holyoke, New England Farm Workers' Council, Mentor Program at Holyoke Community College**

5. Please check which statement best describes your Community Partnership

**One city or town with one ABE CP Partnership**

One city or town with more that one ABE CP Partnership

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnership

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*For a detailed account of Paul's experience in years one and two please see the narratives and interviews section.*

## Community Planning in Action

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1. Name of Program: **Literacy Program of Greater Plymouth**
  
2. Community Planning contact person: **Evelyn Strawn**  
Phone: **508-746-3206** Email: **EDStrawn@aol.com**
  
3. What are this person's job responsibilities (check all that apply):  

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
  
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **ESOL/ABE Volunteer program located at Plymouth Public Library**
  
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership X**  
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

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*A detailed account of Evelyn's experience in years one and two can be found in the narratives and interviews section.*

## Community Planning in Action

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1. Name of Program: **Lowell Adult Education Center**
2. Community Planning contact person: **Elaine Nugent**  
Phone: **978-970-5418** Email: [nugentelaine@hotmail.com](mailto:nugentelaine@hotmail.com)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input checked="" type="checkbox"/> <b>Counselor Teacher</b>
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input checked="" type="checkbox"/> <b>Health Facilitator, Liaison to Community Schools</b>
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Lowell Public Schools**
5. Please check which statement best describes your Community Partnership  
 **One city or town with one ABE CP Partnership**  
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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*For the 2002 update, please look under The Cambodian Mutual Assistance Association.*

### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**Very positive gathering of 20+ agencies. Lowell Adult Education is a well established institution with a lot of strong ties to community agencies i.e Health center, WIB, etc.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**
  - **Greater understanding by community agencies about the goals and multiple sites for ABE within Lowell Community**
  - **Positive response to ABE surveys**
  - **List serv developed by 1 member of partnership**
  - **Working with other funded DOE Program on community planning (CMAA) for benefit of adult learners**
  - **Plans to develop Community Web Design**
  - **Work with Merrimack Valley Economic Development Council**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Process takes time. Organizing meetings to ensure valid valuable input by all invited agencies.**
  
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**E-mails are great communication tools. However, personal reminders (PHONE CALLS) are crucial to remind busy people why our meetings are essential to all. If you don't have people present with encouraging, informative goals one can't move forward!!!**

## Community Planning in Action

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1. Name of Program: **Lutheran Community Services**
2. Community Planning contact person: **Rebecca Schiffrin**  
Phone: **413-787-0725** Email: **rebeccas@lcssne.org**
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input checked="" type="checkbox"/> <b><u>ADA Coordinator</u></b>	<input checked="" type="checkbox"/> <b><u>Program Manager</u></b>
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. Please check which statement best describes your Community Partnership  
 **One city or town with one ABE CP Partnership** **X**  
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.

**I have met approximately every month with a West Springfield coalition of social services agencies called United Prevention. The focus of this group is children and families. The chairperson of the group is the Parent Resource Coordinator, West Springfield Public Schools. We collaborated on a number of RFPs which would, among other things, expand services for community immigrants.**

**I worked with group members on developing a needs and assets survey of ABE students and other immigrants in the community.**
2. What motivates people to participate in the partnership?

**People want to know what others are doing and how we might connect to and support other programs. We are also interested in collaboration in terms of raising money.**

## **Community Planning in Action**

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3. Describe an accomplishment for your partnership this year.  
**For the first time this group worked together to apply for funding. This involved assessing the needs of each member organization and as a group deciding how to prioritize those needs.**
  
4. What were key factors in making this accomplishment a success? What were the challenges?  
**Having a focus (in this case strengthening parent and student involvement in after school programs) allowed us to see how each agency could support this goal. The challenge was the limited amount of funding available so that we had to choose among excellent proposals. It was also a challenge to keep the various members engaged throughout the process of deciding which proposals to include and which to eliminate.**
  
5. Based on your experience, what advice do you have for colleagues?  
**The group works best when there is a specific project that motivates the members.**

## Community Planning in Action

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1. Name of Program: **Massasoit Community College/Stoughton Adult Basic Education Program**
  
2. Community Planning contact person: **Luanne Teller**  
Phone: \_\_\_\_\_ Email: **Lteller@massasoit.mass.edu**
  
3. Please check all of the following jobs that you hold:

<u><b>X</b></u> <b>Community Planning Coordinator</b>	<u><b>X</b></u> <b>Executive Director</b>
_____ Associate Director	_____ Counselor
_____ Teacher	_____ Technology Coordinator
_____ ADA Coordinator	_____ Other (please explain)
  
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**
  
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership** **X**  
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.

**I cannot envision how we would run our program without our Community Partnership. Our Community Partners play a very active, supportive role. We meet every six weeks, and our partners participate in discussions about and contribute to decisions regarding all program policies, goals, and planning. For example, as Director, I present our program plan to our community partners for approval, and they read and approve the grant application before it is submitted. They donate time and services on a regular basis. One of our partners, the Stoughton High School, provides free access to classroom, office, and computer lab space. The Stoughton Library provides free access to meeting rooms and function rooms for student and community events. At these events, it is typical to have virtually all of our community partners in attendance.**

**This year, we were monitored, so the partnership was actively involved in goal setting, defining policies and procedures, and tracking progress according to set goals. Since we were monitored in what was only our second year, we still had a lot of work to do in these areas. The partnership is always actively involved in program planning, but this**

## **Community Planning in Action**

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year, because of the monitoring, they played an especially important and supportive role.

2. What motivates people to participate in the partnership?

**Truthfully, I ask myself every day how I got to be so fortunate to work with such a dedicated group of professionals. In reality, they see our program as a way to improve the quality of life for the residents of Stoughton, and they have remained committed to its success since our inception.**

3. Describe an accomplishment for your partnership this year.

**Our greatest challenge was to have everything in place in time for our monitoring. On the evening when the monitors arrived, every member of our Advisory Council (except one who had a prior meeting) attended and met with the monitoring team. Our monitoring visit went extremely well, and the team specifically highlighted the active/integral role that our community partners play in the success of the program.**

**For a variety of reasons, we felt the need to actively recruit students (despite our long waiting list) in order to diversify the student population. Our partners were very helpful in this process, and we increased the number of nationalities in our program from 11 to 19.**

**After our first year, we struggled with attendance issues/policies. A new approach to this issue was discussed with the students, staff, and the community partnership. All were involved in crafting a new policy for students. As a result, our attendance improved by approximately 10% last year.**

4. What were key factors in making this accomplishment a success? What were the challenges?

**Key to all our changes/goals/accomplishments is that we all work as a team with an extraordinary level of mutual respect. Our Community Partners never bring individual agendas to the table. They are focused on the continued success, growth, and improvement of the program and services to students. We have two students who sit on the Advisory Council. They are treated as absolute equals in the process, and their input is valued and considered in every decision. In addition, there is no such thing as “status quo” in our program. We are always looking for ways to improve services, and the partnership provides leadership in helping to define goals, as well as the support needed to achieve them.**

5. Based on your experience, what advice do you have for colleagues?

**The best advice I can give is to try to get people to the table who are there for the right reasons. It can seem overwhelming at first, but if you just take it one step at a time, it sort of develops a “life” of its own. It’s important to figure out what people are good at, and then let them do it so that they can feel vested in the program and empowered to help. In the beginning, it’s a lot of “choreographing”, but eventually, it becomes self-perpetuating.**

## **Community Planning in Action**

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**In addition, you have to accept that if you are going to truly embrace the community planning model, you have to learn to have a deep respect for the “democratic *process*.” Everything takes longer because so many more people are involved. For example, I have to plan an extra week when I write the grant because our partners review it. They rarely make substantive changes (because we have already discussed and agreed upon the program design), but they often make editorial changes, always for the better. In the end, by taking the best of what everyone has to offer, you are able to forge greater ideas than any one individual could do alone (the sum of the parts....). Further, as Director, I enjoy a level of support that is truly rare. This is the best group of people I have ever had the good fortune to work with, and it makes my job easier and more enjoyable.**

## Community Planning in Action

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1. Name of Program: **Massachusetts Career Development Institute - Westfield**

2. Community Planning contact persons: **Larry Bay & Sheila Kelly**

Phone: **413-532-2683 & 413-568-1716**

Email: **skelly3183@aol.com**

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

LB, SK **Community Planning Coordinator**

\_\_\_\_ Associate Director

SK **Teacher**

LB **ADA Coordinator**

LB **Executive Director**

\_\_\_\_ Counselor

\_\_\_\_ Technology Coordinator

\_\_\_\_ Other (please explain)

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

5. Please check which statement best describes your Community Partnership

One city or town with one ABE CP Partnership **X**

One city or town with more that one ABE CP Partnerships

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnerships

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*A detailed account of MCDI's experience in years one and two can be found in the narratives and interviews section..*

## Community Planning in Action

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1. Name of Program: **Maynard Adult Learning Center**
2. Community Planning contact person: **Karen Pervier**  
Phone: **978-897-4203** Email: [pervier@maynard.k12.ma.us](mailto:pervier@maynard.k12.ma.us)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	<input checked="" type="checkbox"/> <b>Executive Director</b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input checked="" type="checkbox"/> <b>ADA Coordinator</b>	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnerships  
**Several cities or towns with one ABE CP Partnership X**  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**This is my first year with the program. I know that last year – they had a community planning meeting to discuss working together.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**  
**The group decided to consolidate a list of community support services in Maynard and Hudson. This would be used to develop a brochure to hand students, patients, etc.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**I found it difficult to gain cooperation and support from community leaders. They have so much to do and not much time to do it in.**
4. What is the most important thing you learned about ABE Community Planning this year?

How did you learn it?

**My last meeting is scheduled for this Friday, June 1. I am finding that this is a difficult time for people to fit into their schedule. From now on, I will plan my meetings no later than May. Mostly, I am still in a learning process. Gaining solid buyin and support still seems to be something that I will be working on next year.**

## Community Planning in Action

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1. Name of Program: **Methuen Community Network**
2. Community Planning contact person: **Laura Ruiz de Luzuriaga**  
Phone: **(603) 893-9911** Email: **laura@walta.org**
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership**   
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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**2000-2002**

### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**The ABE program had little if any collaborative activity with the community before this year.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**A shared vision was developed – partners have a sense of purpose and have agreed to use the results of the assessment to develop a remedial action plan.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Developing an action plan to complete the community assessment.**
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**Through lots of discussion and eventual agreement, we discovered that the ABE planning process does not have to seek to address all facets of community needs. That it is possible to focus on the ABE specific needs of citizens and employers and address those needs without taking responsibility for needs outside the scope of ABE and barriers to ABE participation.**

## **Community Planning in Action**

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### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.  
**Partners assisted in organizing assessment activities. New members were added.**
  
2. What motivates people to participate in the partnership?  
**Limited time commitment, well organized meetings, potential benefit for organization or constituents.**
  
3. Describe an accomplishment for your partnership this year.  
**Completion of a large part of the needs assessment.**
  
4. What were key factors in making this accomplishment a success? What were the challenges?  
**Assistance from members in coordination.**
  
5. Based on your experience, what advice do you have for colleagues?  
**Keep it short and simple.**

## Community Planning in Action

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1. Name of Program: **Middlesex Community College**
2. Community Planning contact person: **Betty McKiernan**  
Phone: \_\_\_\_\_ Email: **mckiernane@middlesex.cc.ma.us**
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input checked="" type="checkbox"/> <b><u>Executive Director</u></b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnership  
**Several cities or towns with one ABE CP Partnership**   
Several cities or towns with more than one ABE CP Partnership

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*A detailed account of Betty's experience in year one can be found in the narratives and interviews section.*

### **Year One (2000-2001):**

1. Did your program have experience in community collaborating before this year?  
**While Middlesex Community College has a history of working collaboratively with communities, the adult learning center did not. Students had always been recruited from and some referrals had been made to agencies in our partner communities but unfortunately the Adult Learning Center appeared to be a "well kept secret."**

### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.  
**We held one meeting this year. We also contracted with a consultant to work on the Comprehensive Survey of Assets and Needs.**
2. What motivates people to participate in the partnership?  
**I have become involved in a town Community Planning Partnership. A number of members in that group recognize that we can accomplish more working together.**

## **Community Planning in Action**

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3. Describe an accomplishment for your partnership this year.  
**Although the town has less need for ABE services than other locations, there seems to be greater acknowledgement of the need to make a broad spectrum of services available to residents.**
  
4. What were key factors in making this accomplishment a success? What were the challenges?  
**Genuine interest in serving the designated population keeps us motivated. Challenges surround maintaining interest over the long term.**
  
5. Based on your experience, what advice do you have for colleagues?  
**I would suggest the continued broadening of the partnership. I would also suggest delegating appropriate pieces of the task to others who are qualified.**

## Community Planning in Action

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1. Name of Program: **Mount Wachusett Community College ABE Program, Community Planning Collaborative (CPC)**
2. Community Planning contact person: **Jeremiah Riordan, ABE Community Planner**  
Phone: **978-630-9269 (MWF)**                      Email: [j\\_riordon@mwcc.mass.edu](mailto:j_riordon@mwcc.mass.edu)  
**978-772-0405 (T, Th)**
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input checked="" type="checkbox"/> <b>ABE Community Planner</b>
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnerships  
**Several cities or towns with one ABE CP Partnership X**  
Several cities or towns with more than one ABE CP Partnerships

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### Year One (2000-2001): Submitted by Mirna Rayna

1. Briefly describe your program's experience in collaborating within your community before this year.  
**N/A**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**
  - Three new ESOL classes have been deemed as necessary and have been realized**
  - A partnership has been formed with about 40 members**
  - A shared vision/mission was developed and adopted**
  - Three well attended meetings were held**
  - An existing needs assessment for two of the three cities completed by another organization discovered**
  - A comprehensive resource guide has begun**
  - A student involvement committee was initiated**
  - ABE/Community Planning as a distinct district presence has begun to be established**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?  
N/A

4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?

**I have learned so much this past year about Community Planning and Adult Basic Education that it would take more space to write than I believe this question was intended for.**

**The most important thing that I have learned this year is that community planning is a very creative and necessary process that leads to information sharing and collaboration that I believe will lead the way for effective change in the communities that participate in it.**

**This sometimes arduous process brings many different agencies together as a team to network and learn about each other, to dialogue, and ultimately take concrete actions to help one another to meet the collective needs of all constituencies as a whole.**

**I believe the challenge ahead is to thoroughly compile all facts and analyze that data with the limitations on time spent doing this job. Thoroughness is the key necessary to gather the fullest spectrum of information is imperative in determining what course of action to take next and how to do that is via a strategic plan.**

**The dialoguing with the partners and community, the reading and on-line research, the preparation and meeting facilitation, the interviews, SABES workshops/sharing groups, attending City Council meetings, listening and observing our ABE/ESOL students and teachers, as well as the process itself are how I have come to this understanding.**

## Community Planning in Action

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1. Name of Program: **North Shore Community College, Adult Learning Center**

2. Community Planning contact person: **Eve Noss**

Phone: **978-921-0089**

Email: [noss@mediaone.net](mailto:noss@mediaone.net)

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

Community Planning Coordinator

Executive Director

Associate Director

Counselor

Teacher

Technology Coordinator

ADA Coordinator

**Program Director**

4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Program type higher ed.**

5. Please check which statement best describes your Community Partnership

**One city or town with one ABE CP Partnership X**

One city or town with more than one ABE CP Partnerships

Several cities or towns with one ABE CP Partnership

SEVERAL CITIES OR TOWNS WITH MORE THAN ONE ABE CP PARTNERSHIPS

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**Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.

**Prior to this year our program participated in community planning in Gloucester and Salem. In both communities the process involved formal and informal collaborations with other agencies and entities. Before this year our involvement with city of Beverly entities had a programmatic reason for being rather than a planning bent. The only formal agreement was the FY2000 community planning partnership with the Beverly Public Schools, North Shore Community Action and North Shore Community Health, Inc. in anticipation of this years community planning funding.**

2. Describe a milestone (an accomplishment) in the development of your partnership this year. **Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**

**A milestone for this year that came from community planning is the recognition by two agencies, the public schools and public library, that they consider adult literacy as part of their own mandates and entertain that at some future date they might provide classroom space to the program. This response is new and previously unthought of.**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Based on the Gloucester and Salem Community Planning experiences, the program had a specific profile of the person we wanted to conduct CP over the five-year period – a person with the planning, research and organizing/facilitating skills who was also already recognized for being actively committed to the Beverly community. Locating such a person who could make the extended time commitment was the result of extensive search and took several months. This activity, however, was definitely worth doing and has provided the planning process with an organizational base that would have taken much more time and effort to develop.**
  
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**As our program has been involved in two earlier CP activities, we have not experienced any unexpected occurrences. Probably the most significant event, as mentioned in the response to question 2, is that two planning partners have also come forward as potential program partners. This also happened two years ago in Gloucester when two agencies committed classrooms and equipment to our program as a result of the CP process.**

## Community Planning in Action

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1. Name of Program: **Northern Berkshire Adult Basic Education**
2. Community Planning contact person: **John Breen**  
Phone: **413-662-5310** Email: [jbreen@mcla.mass.edu](mailto:jbreen@mcla.mass.edu)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input checked="" type="checkbox"/> <b><u>Counselor</u></b>
<input type="checkbox"/> Teacher	<input checked="" type="checkbox"/> <b><u>Technology Coordinator</u></b>
<input checked="" type="checkbox"/> <b><u>ADA Coordinator</u></b>	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **Higher Ed**
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
**Several cities or towns with more than one ABE CP Partnerships**

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**Regular but fragmented collaboration. Held minimally attended advisory council meetings.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**  
**With the aid of the program's website and professional development initiatives as well as internet networking, more disparate groups have had shared contact at our, and other programs', meetings and on-line. Despite the intense workload and nebulous nature of modern work, the program is in direct contact with more community entities than ever before.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Keep up with the workload enough to have enough lead time to prepare in more detail for and coordinate component groups meetings.**
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**Everyone involved is busy and scrambling to keep up with their individual workloads. By trying to schedule meetings where response is minimal.**

## Community Planning in Action

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1. Name of Program: **SCALE**
2. Community Planning contact person: **Susan Riley**  
Phone: **617-625-6600 x6920** Email: [willie4841@aol.com](mailto:willie4841@aol.com)
3. What are this person's job responsibilities (check all that apply):

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input checked="" type="checkbox"/> <b><u>ABE Program Administrator</u></b>
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
5. 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  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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*A detailed account of Susan's experience in years one and two can be found in the narrative and interviews section.*

## Community Planning in Action

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1. Name of Program: **Seton Asian Center**
2. Community Planning contact person: **Elana Killilea**  
Phone: **978-683-7316** Email: [elanakilli@att.net](mailto:elanakilli@att.net)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input checked="" type="checkbox"/> <b><u>Executive Director</u></b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC):
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership**   
One city or town with more that one ABE CP Partnerships  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**We collaborate with numerous city and state agencies as we provide multiple services.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**Our major accomplishment this year has been to establish a healthy rapport with the other DOE funded program in the city. I think in the next year will be able to move more steadily toward naming a common vision.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Being honest and up front about what hasn't worked in the past and taking the risk to trust the partners involved.**
4. What is the most important thing you learned about ABE Community Planning this year? How did you learn it?  
**I learned that community planning is not an exact science! You cannot move from point A to B to C. All parties have to have a vested interest in the common vision and have the willingness and patience to work toward it. I learned there is no fixed plan or template. There are some best practices re process and communication; but each community has to find its own way to the naming of the vision and the steps to moving toward the vision. I learned that in practice at our meetings and at various workshops provided by SABES.**

## **Community Planning in Action**

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1. Name of Program: **Southern Berkshire Adult Basic Education Alliance**
  
2. Community Planning contact person: **Kelly Jourdain**  
Phone: **(413) 623-5686** Email: **jforest@berkshire.net**
  
3. What are this person's job responsibilities (check all that apply):  

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> <b><u>Other (please explain)</u></b>
  
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
  
5. Did your program have experience in community collaborating before this year?  
Not funded under DOE previously but given nature of the area, there has always been some form of community collaboration that goes on.

*A detailed account of the experience of Paula Hatch-Sato, the community planning coordinator in year one, can be found in the narrative and interviews section.*

## Community Planning in Action

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1. Name of Program: **Taunton Public Schools/Bristol Community College**
2. Community Planning contact person: **Maryann McCarthy**  
Phone: **508-821-1111** Email: [mmccarthy@tauntonschoools.org](mailto:mmccarthy@tauntonschoools.org)  
or [meamirish@aol.com](mailto:meamirish@aol.com)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator/Teacher</u></b>	<input type="checkbox"/>	Executive Director
<input type="checkbox"/> Associate Director	<input type="checkbox"/>	Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/>	Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/>	Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC):
5. 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 Partnerships X**  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**In the past, the collaborating was not formal. As of this year, it is more involved as well as formal.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**The actual forming of a committee that was willing to sit down and share ideas. We also finally developed a community assessment as well as compiled the results to share.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Getting busy people to commit to sit down together for an assessment.**
4. What is the most important thing you learned about ABE Community Planning this year? How did you learn it?  
**That there are many needs in the community. There are also many attempts within the community to meet these needs but they are not coordinated. People are not aware what other agencies are doing.**

## Community Planning in Action

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1. Name of Program: **Valley Opportunity Council Adult Education Program**

2. Community Planning contact person: **Jane B. Baatz**

Phone: **413-612-0206**

Email: **jbaatz@valleyopp.com**

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

**Community Planning Coordinator**

Associate Director

Teacher

ADA Coordinator

Executive Director

Counselor

Technology Coordinator

**Program Director**

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

5. 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

Several cities or towns with one ABE CP Partnership

Several cities or towns with more than one ABE CP Partnership

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### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.

**A consistent core of members who have been very helpful in gathering data and identifying participants for focus groups.**

2. What motivates people to participate in the partnership?

**Those that participate are believers in the importance of adult education.**

3. Describe an accomplishment for your partnership this year.

**We expect to be able to complete an exhaustive statement of assets and needs.**

4. What were key factors in making this accomplishment a success? What were the challenges?

**Success factors:**

**(1) A core of committed members.**

**(2) A consultant to keep things moving.**

**Challenges:**

**(1) Difficult to focus on this aspect of the job with so much else that needs to be done.**

**(2) Still need to get public school involvement.**

5. Based on your experience, what advice do you have for colleagues?

**Take one day at a time.**

## Community Planning in Action

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1. Name of Program: **Webster Adult Basic Education**
2. Community Planning contact person: **Terri Stone**  
Phone: **(508) 943-9613** Email: **night-school@usa.net**
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b><u>Community Planning Coordinator</u></b>	<input checked="" type="checkbox"/> <b><u>Executive Director</u></b>
<input type="checkbox"/> Associate Director	<input type="checkbox"/> Counselor
<input type="checkbox"/> Teacher	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **LEA**
5. Please check which statement best describes your Community Partnership  
 **One city or town with one ABE CP Partnership** **X**  
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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**2000-2002**

### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**The community planning component has been part of our program from its inception 3-years ago. Partnerships were begun at that time with local ABE providers, but all of those providers no longer exist. Therefore, a strong educational community group exists in Webster now, but ABE partnering is coordinated between Webster, Dudley, and Southbridge.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**  
**The Webster Community for Success Council, our education based community partnership, wrote the 21<sup>st</sup> Century Community Learning Center grant together. This was a wonderful collaboration and we are still waiting to hear if we were successful or not.**

## **Community Planning in Action**

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3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Convening the Webster Community for Success Council was easy because we had grant to work on that motivated educators and human service providers alike. However, now that the grant is written, defining the future of this committee is somewhat fragmented. This will be our challenge for approximately the next 3-4 months.**
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**I learned that there are numerous resources that can assist adult education students and teachers and that some of those resources are actually free. I learned about these opportunities, especially the connection with college programming, through Community Planning sharing sessions that were held through Central SABES.**

### **Year Two (2001-2002):**

1. Briefly describe your program's experience in your partnership this year.  
**Our Community Planning group is called the Webster for Success Council and is comprised of Early Childhood providers, K-12 providers, the Chamber of Commerce, the Police Department, Pediatric Clinic providers, the local college, the United Way, Clergy, the Boys & Girls Club, and the local hospital personnel. We identify community wide initiatives that we can work on together and this year's topics were preparation for writing the 21st Century Community Learning Center grant, pediatric Oral Health issues, Family Literacy development, and out-of-school time student and program analysis.**
2. What motivates people to participate in the partnership?  
**As an activity at the beginning of the year we asked each individual to list 3 reasons why this council was important to them. We still hadn't determined a mission or vision yet and this activity was designed to help with that process. The comments ranged from the need to network and to know what programs exist in our community to a desire to help make a difference in the future of Webster.**
3. Describe an accomplishment for your partnership this year.  
**From our visioning activity we designed the following mission statement:**  
  
**To promote networking, cooperation, coordination, and collaboration between Webster residents and supporting organizations and services for the betterment of the community.**

**We also completed a very thorough analysis of the needs of at-risk youth in our community. With each level of this development we clearly aligned the needs of the families and of the adults in our community. This process allowed the Adult Basic**

## **Community Planning in Action**

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**Education Coordinator the opportunity to learn more about the adult education needs of these individuals and to thoroughly explain the role that adult education can, and should, play in a community. This was really the first in-depth discussion of this kind held in Webster and was eye opening to the members of this committee. Job skills training was part of this discussion as well and, at this point, the adult education community is in a much better position to move its initiatives forward in Webster. The understanding that all of these educational and economic components are completely intertwined is a fabulous platform with which to begin FY2003.**

4. What were key factors in making this accomplishment a success? What were the challenges?

**The key factors to making this a success, I feel, is the common passion for and commitment to the issues that the council undertakes. Basically, the unmet needs of our children is the underlying motivating factor that brought us together and has been very powerful. The challenges are getting attending members to step up and take sub-committee responsibilities and attracting members from the political and business sectors.**

5. Based on your experience, what advice do you have for colleagues?

**Based on my experience, my advice would be to join groups and be broad thinking. The success of the Webster Community for Success Council really began 4 years ago when community members gathered to do "community planning" and we created the Webster Pride Coalition. None of us really knew what we were getting ourselves into and the mission of the Webster Pride Coalition became: AGENCIES, ORGANIZATIONS, AND INDIVIDUALS WORKING TOGETHER TOWARDS THE NEW MILLENIUM TO PROMOTE PRIDE, OWNERSHIP, QUALITY PROGRAMMING, AND COOPERATION UTILIZING THE NUMEROUS RESOURCES THAT EXIST IN THE WEBSTER COMMUNITY. WE ARE WEBSTER PROUD!!! This group still exists and thrives and does community projects that are simply good for the community at large and have no political overtones. Through this committee, many of us built the much needed trust and presence that has allowed us to move this to social change initiatives. Be open-minded and let the process be driven by the community needs. Listen! to everyone, everywhere. Reach out and ask those who are not regularly asked.**

## Community Planning in Action

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1. Name of Program: **Worcester Adult Learning Center, Quinsigamond Community College, Mass Job Training Inc.**
2. Community Planning contact person: **Karen Chaparian**  
Phone: **508-853-2300 x4835** Email: **karenrchap@yahoo.com**
3. Please check all of the following jobs that you hold:  

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	_____ Executive Director
_____ Associate Director	_____ Counselor
<input checked="" type="checkbox"/> <b>Teacher</b>	_____ Technology Coordinator
_____ ADA Coordinator	_____ Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **ABE, ESOL**
5. Please check which statement best describes your Community Partnership  
**One city or town with one ABE CP Partnership X**  
One city or town with more that one ABE CP Partnership  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnership

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**2000-2002**

### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**The 3 major grant recipients and their sub-partners have met for several years. Mayor Mariano established a task force re: adult ed. which has been functioning for quite some time.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year. Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.  
**As a partnership, Worcester established a web site documenting adult education programs. This web site contains all pertinent information regarding programs, location, times, number of seats, etc.**
3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**The establishment of a larger partnership to include individuals outside the education community was a challenge. Keeping and maintaining momentum is important.**

## **Community Planning in Action**

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4. What is the most important thing you learned about ABE Community Planning this year?

**How did you learn it?**

**How to get people involved was an important skill that I acquired. Developing contacts and “selling” the partnership was done by constant contact with agencies throughout the city.**

### **Year Two (2001-2002):**

1. Briefly describe your program’s experience in your partnership this year.

**The programs above are the integral part of the partnership. Other members attend meetings and are active participants in discussions related to the needs of their organizations and the needs of their constituents. We have tried to tie the group together by listening to requests for services and establishing resources when possible.**

2. What motivates people to participate in the partnership?

**The motivation for the grant partners is DOE related. For the partnership as a whole, it is the hope that by working as a group, needs can be addressed and services can be attained within the city when available. There is a common goal among the partners. This goal is to provide the population of the city of Worcester with services that will help them attain a level of living that is not currently attainable due to lack of English ability, high school equivalency, or basic literacy.**

3. Describe an accomplishment for your partnership this year.

**The partnership has expanded its membership to include many groups, neighborhood centers, etc. which now have an outlet for sharing thoughts, needs and concerns. We have established a mission statement that reflects our vision.**

4. What were key factors in making this accomplishment a success? What were the challenges?

**Communication and understanding everyone’s different goals! The challenges were (and will continue to be) to maintain interest in this partnership and getting the work done in time. Another general challenge is to get more representation from the private sector interested in our vision.**

5. Based on your experience, what advice do you have for colleagues?

**Do whatever you can to maintain momentum. It’s not easy but I have found that there are some individuals out there that are willing to give. A large, diverse community has its challenges, as do the smaller communities. My only suggestion is to work with what you have and develop other relationships through the ones already established.**

## Community Planning in Action

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1. Name of Program: **YMCA - Fenway**
2. Community Planning contact person: **Susan Arida & Ionella Istrate**  
Phone: **617-927-8078** [iistrate@ymcaboston.org](mailto:iistrate@ymcaboston.org)  
Email: [sarida@ymcaboston.org](mailto:sarida@ymcaboston.org)
3. Please check all of the following jobs that you hold:

<input checked="" type="checkbox"/> <b>Community Planning Coordinator</b>	<input type="checkbox"/> Executive Director
<input type="checkbox"/> Associate Director	<input checked="" type="checkbox"/> <b>Counselor</b>
<input checked="" type="checkbox"/> <b>Teacher</b>	<input type="checkbox"/> Technology Coordinator
<input type="checkbox"/> ADA Coordinator	<input type="checkbox"/> Other (please explain)
4. Type of Program (LEA, CBO, Higher Ed, CHOC): **CBO**
5. Please check which statement best describes your Community Partnership  
One city or town with one ABE CP Partnership  
**One city or town with more that one ABE CP Partnerships** **X**  
Several cities or towns with one ABE CP Partnership  
Several cities or towns with more than one ABE CP Partnerships

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### **Year One (2000-2001):**

1. Briefly describe your program's experience in collaborating within your community before this year.  
**Our neighborhood collaboration has existed for several years. It includes a partnership with the neighborhood community development corporation which has resulted in a joint project to survey residents' needs and a referral system which provides residents with information about ESOL opportunities as well as other essential services. In addition, our collaboration includes a network of volunteers who are available to tutor ESOL students. Unfortunately changes in staff within community agencies have limited our ability for further collaboration.**
2. Describe a milestone (an accomplishment) in the development of your partnership this year.  
**Examples include: a shared vision was developed, a major conflict was resolved, a shared task was completed.**  
**Our goal this year was to reaffirm the importance of this collaboration for the existing membership and to expand the membership within the community. Discussions within the group centered on the development of a list of "key" constituents who could make a helpful contribution to the collaboration as well as benefit from membership. At our**

## **Community Planning in Action**

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final meeting this year, a number of new members joined us. The fresh ideas of new members along with the experience of former members energized the group and enabled it to develop a working statement that can provide the framework for future work.

3. In the Community Planning process this year, what was worth doing that was difficult to do?  
**Developing an approach that would attract new members and encourage them to become involved in the work of the partnership was our greatest challenge. Numerous phone conversations, several face to face meetings, a mailing describing our work coupled with a list of potential benefits that might be derived from membership, plus invitations to lunch resulted in an expanded and diverse gathering of people. Having established some rapport with potential members through prior contact was valuable because a common understanding of purpose was already established.**
  
4. What is the most important thing you learned about ABE Community Planning this year?  
How did you learn it?  
**Being new to the community planning process meant that I had many things to learn. Most obvious, but most important I learned that community planning requires time. It requires time to begin and continue a dialogue with residents, students and people in neighborhood agencies. It requires preparation and clarity of purpose so that people who are interested in this work feel that a partnership is beneficial and not a waste of valuable time. It requires having an agenda that is clear and specific but that is open to new ideas and challenges within the partnership. And finally it requires seeing a human face amid the busy clutter of papers and programs.**

## **THEMES**

### **Themes**

In their narratives and profiles for Community Planning in Action this year, coordinators describe their partnerships' activities, accomplishments, the challenges, and lessons learned. Coordinators also speak about the work that lies ahead – analyzing the community assessment data, linking the community assessment to the strategic plan, finding ways to link with other agencies and businesses in their communities, and maintaining the momentum of the partnership. Advice for colleagues follows each description. At the core of their efforts is a commitment to action, accomplishment, and partnership building. This section touches upon these themes.

### **Focus on Action and Accomplishment**

“Measurable win-win outcomes” are great motivating factors for partnership members in the ABCD/South End coalition (Sr. Maureen O’Brien). For the Holyoke JUNTOS partnership, Paul Hyry explains that the “outcomes are coming hand in hand with the developmental work instead of coming afterwards”. The activities taken on by partnerships across the state are characterized by their doability and time-limited nature. The focus is on common goals, which are supportive of the partnership, learners, and the community.

Having “clear, concrete tasks” is a key factor in maintaining the interest and commitment of partnership members (Maryana Houston). For the Chinatown partnership, Maryana Houston explains that the

Success of the website (developed as part of the Chinatown community planning efforts) encouraged people to continue to be involved and we proved ourselves as committed to responding to the needs of the community...

The Central Berkshire partnership, writes Claudine Chavanne, focuses on two pre-defined priority issues each quarter. To move the process along, the consultant hired for community planning provides leadership.

For some partnerships, focusing on action meant first clarifying partnership goals and mission. Pat Pelletier explained that, in her partnership: “We developed partnership goals and came to realize that to reach those goals we would each have to give up something, lighten the load of the ship, if we were to stay afloat. We have subcommittees now and different members take the leadership on different kinds of work.”

## **Community Planning in Action**

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The activities of ABE community planning partnerships include:

Joint grant writing	Web pages	achievements vis-à-vis
JP Literacy Forum	Score cards on partnership programs'	averages
Resource guides	Partnership-wide GED graduation ceremony	Being a clearinghouse for adult literacy and ESOL
Family literacy event at a community fair	Referral forms	Meet & greet day with local and state political officials
Guest speakers	Presentation to community agencies using assessment data	ESOL breakfast to promote awareness of ESOL issues among business community
Job training guide	Partnership brochure designed by professional development class	Conference with civic participation theme
Job Shadow Day	Literacy Fair	Partnership listserv
Assistance/participation in community assessments	Partnership-wide GED graduation ceremony	Advocacy for the state budget
Setting up an ESOL class	Mini-conference with keynote speaker	

A sense of accomplishment comes, too, from the greater understanding that partners have of each other and their community through opportunities to exchange information and network in the partnerships. This sense of understanding is at multiple levels. At one level partnership members have a greater understanding of roles that the partnership, the ABE program and their other partnership members play in the community. The more formalized information sharing in partnership meetings allows the “discovery of services that we can benefit by,” writes Christine Luongo. Partnership members’ also gain a greater understanding of the needs in the community. These include the needs of employers and youth-at-risk, the “aligned needs of families and adults” (Terri Stone) and the “need to make a broader spectrum of services available to residents” (Betty McKiernan).

## **Community Planning in Action**

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### **Partnership Building**

“We can accomplish more by working together” (Betty McKiernan).

Nancy Tariot describes the Haverhill partnership as a “tightly woven tapestry made up of the various community components working together to form a well thought out pattern or design of services”. She envisions the strategic plan to be

something that goes together as a well designed whole – like a quilt made of different colors and designs yet stitched together to form one continuous fabric. While we work on our design, we’ll find some gaps in the pattern and we’ll continue to build our partnership until the quilt of tightly woven fabric is complete.

In the Haverhill partnership each partner “brings something different to the sewing circle and somehow all these different pieces must fit together to make the tapestry”. Partnership members all have their own unique contributions to make to their partnerships.

Karen Pervier describes the Maynard/Hudson partnership as a “full course dinner” in which: “Each part of the meal can be served alone but when served together, our plain food becomes a full course dinner”. Part of the process of community planning is creating an environment in which people would like to participate and feel like they are making an important contribution. To accomplish this, Luanne Teller suggests that it is “important to figure out what people are good at and let them do it so they feel vested in the program and empowered to help”.

### **Flexibility and Openness to Change**

Being flexible and respectful of the interests of the partnership members and what is unique to their communities is a hallmark of the community planning coordinators’ work. Pat Pelletier likens community planning to a

ship on a voyage, on a real adventure. The challenges we face are like storms at sea. Sometimes we can see them coming. Sometimes they catch us by surprise.

For Pat, not knowing what is coming around the corner is what she has come to expect in the community planning process.

“Take into consideration realities and adjust as you go,” suggests Mary Mello. Evelyn Strawn, Plymouth Literacy Program, advises community planning coordinators to, “Let go of your own predisposition and beliefs about how the process should go.” Claudine Chavanne speaks of balancing partnership interests and the interests of the ABE program

## **Community Planning in Action**

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vis-à-vis DOE requirements. She makes certain that she is

flexible enough to meet the high priority needs of the stakeholders that I serve while remaining true to the overall goals of ABE community planning as set forth by the DOE.

### **Finding Common Ground**

A number of coordinators speak of the importance of identifying partnership members committed to the cause of adult basic education in the success of their partnership work. That commitment to ABE is the common ground for partnership members and the underlying motivator for their participation in the partnership.

In other communities, partnerships have defined an agenda that extends beyond adult literacy. In the Westfield and Jamaica Plain partnerships, the cause of family literacy is a motivator for partnership members. In Webster, it is the “unmet needs of our children” that motivates partnership members (Terri Stone). Finding common ground acts as more than just a motivator. In the West Springfield partnership, Rebecca Schriffrin writes, “Having a focus (in this case supporting parents and student involvement in after school programs) allowed us to see how we could support one another”.

For Pat Pelletier, the assessment of community assets and needs has been the “anchor” to her partnership. She writes, “Through this process, we are discovering common needs and resources that can benefit us all. The common need will keep us from drifting off course”.

### **“Respect the Democratic Process” (Luanne Teller)**

Related to the concepts of “common ground” and “flexibility” is that of the democratic process and participatory decision making. “Let the partnership decide the direction,” advises Sandy Goodman. Community planning is in part about “respecting your community and the ideas generated there.” Although “everything takes longer because people are involved,” Luanne Teller advises colleagues that it is necessary to “respect the democratic process”.

### **Attending to Individual & Agency Interests**

Claudine Chavanne offers activities and events in which partnership members can “walk away with something they can use in their own programs”. Informal networking and information sharing are also important elements of partnership building. Janice Pokorski writes that in her partnership, “People like to discuss their own programs and comment on gaps in services”.

## **Community Planning in Action**

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### **Challenges**

Community planning coordinators see a lack of time as one of the biggest challenges. This is, in part, due to the hiatus in activity during the state budget crisis in early winter 2001. This also has to do with the difficulty in focusing when there is so much else to do to maintain the ABE programs. Community planning coordinators in many programs juggle multiple responsibilities, as teachers, directors, administrators, and counselors.

Maintaining interest in the partnership among partnership members over the long term is another challenge. Sandy Goodman spoke of her fear of “losing steam and focus” over time. Getting people to take subcommittee responsibilities is another difficult task (Terri Stone).

Lack of money to develop additional programs is another challenge. People see this as a challenge particularly in terms of follow-up to their community assessments and the identification of gaps in services in their communities.

Diversifying membership is both a challenge and a ‘next step’ for partnerships. A number of partnerships hope to attract a more diverse representation from the community, including the business community, public schools, and the political leadership. The JUNTOS partnership brought up the question of learner involvement, not in a token form, but in a form in which learners were fully engaged participants in the partnership.

Another challenge cited by some coordinators is the lack of interest that employers have in adult education for their workers. Creating an awareness of the benefits of education to both the employees and employers is crucial.

Community planning is a journey. In the coming year, community planning coordinators and other partnership members will continue expanding and diversifying their partnerships and take action on issues that make sense to the partnership, learners, and the community. Partnerships will also continue working on the community assessment and embark upon a strategic planning process. It is with the wealth of experience that coordinators and partnership members have gained over the past years that they will navigate their paths.

## **RESOURCES**

# **Resources**

Expanding and diversifying partnership membership, making connections with employers, maintaining the momentum, and starting the strategic planning process are all ‘next steps’ for ABE community planning partnerships. Following are print resources available through the SABES library system and online resources that can help partnerships along the way.

## **Business – Nonprofit Alliances**

### **Print Resource**

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

### **Online Resource**

#### **Peter F. Drucker Foundation for Nonprofit Management.**

[<http://drucker.org/collaboration/index.html>]

The workbook to *Meeting the Collaboration Challenge* can be found on the foundation website. The workbook includes worksheets to assist nonprofit agencies think through ways they might find a strategic fit with businesses.

## **Partnerships:**

### **Expanding & Diversifying Membership & Maintaining the Momentum**

### **Print Resources**

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, Darvin, Gruffie Clough, & Tyler Norris. *Facilitating Community Change*. Contact: Grove Consultants Int'l, P.O. Box 29391, San Francisco, CA 94129-0391. [<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, 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: AHEC/Community Partners, 24 South Prospect St, Amherst, MA 01002. Tel: (413) 253-4283. Email: [info@ahecpartners.org](mailto:info@ahecpartners.org)

## **Community Planning in Action**

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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*. [2<sup>nd</sup> 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.

### **Online Resources**

#### **AHEC/ Community Partners [<http://www.ahecpartners.org/>]**

AHEC/Community Partners' 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 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.

### **Strategic Planning**

#### **Print Resources**

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

## **Community Planning in Action**

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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 093484263-9].

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.

### **Online Resources**

#### **Managing for Results Handbook (1998)**

[[http://www.state.az.us/ospb/managing\\_for\\_results\\_june19-02.cfm](http://www.state.az.us/ospb/managing_for_results_june19-02.cfm)]

This is a handy strategic planning guide prepared by the Arizona Governor's Office of Strategic Planning and Budgeting. Its 100+ pages are full of practical advice on how to reach consensus on a mission, vision, strategic plan, action plan, and on evaluating the process. I found myself scrolling down the page to look for the next "key point," practical tips on key issues in the strategic planning process. The appendices contain forms and checklists that can help community planning coordinators in their task.

#### **Planning for the Future: A Handbook on Community Visioning**

[<http://www.ruralpa.org/reports.html>]

Describes a community visioning process: defining and creating vision and elements of successful visioning. Contains helpful case studies.