

PORTFOLIO MANAGEMENT PROJECT IMPLEMENTATION AND ISSUE MANAGEMENT

Gaining cooperation and commitment of diverse stakeholders – and matching the area’s distinct improvement strategies to organizations with the capacities to get something done – requires understanding and defining the monetary and non-monetary resources, tools and skills used to effect change in a community. For each of four general roles to be undertaken – that of capacity building, direct services, advocacy, and public investment – different skill sets can be used to bring priorities to fruition.

Public Investments

Governmental agencies and quasi-governmental bodies have the unique ability to raise taxes and set laws. These ‘tools’ can also be used for community improvements both on a common basis (public goods and services that are available for all citizens) and on a directed basis (targeted to a specific group or area to prime and thus accelerate additional investment).

Standards Setting. Governments can establish policy, proposing strategies and setting criterion for development of the area, like building codes and land use regulations.

Regulation. A governmental agency can create new laws, regulations or licenses that serve to enhance or limit the issues uncovered in the area-wide strategic planning process. Professional standards, environmental law, labor rules, and property rights are examples.

Direct Operation. Where the resources and inclination exists, planning partner agencies can direct existing time and talent directly deliver a good or services.

Investment. Agencies can invest in capital goods and facilities (including roads, streets, curbs, bridges; sanitary sewers, waste disposal facilities and related kinds of public infrastructure) on pace with the demands and complexities of the area as a whole it can provide financial support to a contractor or intermediaries which builds the facility.

Service Benefactor/Sponsor

This role is one of directing or redirecting resources to meet the need identified in the strategy setting process. The service benefactor sustains commitments of service delivery through:

Broker and Referral. Involving promotional work; or providing referral and matching customers to available public or private services; or information through libraries, research reports, etc. This "linkage" service must draw on existing, viable resources to be successful.

Grants Packager. These skills are directed to securing resources to carry out a service or deliver a product. Typical efforts include financial packaging or grants writing, but could

also securing and managing volunteers or securing pro-bono service commitments.

Service Deliverer / Manager. The manager provides leadership in the planning and the coordination of services within their area, locating the resources to fund the endeavor, and takes on the full responsibility for operating the development enterprise.

Institutional Advocacy

The advocate works with government agencies, businesses and other stakeholders in an effort to ensure that all sectors focus their resources on similar goals and that resource use is effective. The advocate promotes development by coaxing the processes of development.

Project Advocate. Using promotion and persuasion techniques to engage companies, agencies, boards, and commissions to integrate solutions into their existing plans or take actions to positively affect the region' issues.

Consensus Building. Consensus building involves bringing together organizations around a regional issue; changing attitudes; removing attitudinal and other barriers; and creating momentum for the resolution of the issue.

Catalyst. Working by building institutions and 'seeding' intermediaries who in turn work within the marketplace to change the rules by which it operates to resolve the area issues.

Capacity Building

Generally, capacity building (technical assistance) includes efforts to impart new skills resulting in improvements in current practices. Examples include:

Increase the Knowledge Base. These efforts involve analysis and reduction of empirical data to information, identification of significant patterns, construction of a framework for communicating the essence of what the data reveal and distribution of the work.

Inventory Information. This group of skills involves collection, cataloging and dissemination of information of demonstrated use to practitioners in their day-to-day work..

Analyze Development Policies. This category involves clarifying a policy area, evaluations to reveal best practices, analysis of cause and effects, identification of significant models for describing the patterns, and construction of a framework for resolving the policy issue.

Document Innovative Practices. These efforts focus on documenting and disseminating of standard or best practice operating procedures, techniques, programs and incentives.

Evaluate Programs Successes. These efforts involve evaluation to provide information on systems assessment, program planning, program implementation, or program certification.

Professional Development. This group of skills involves workshops and conferences where participants increase their awareness and understanding of a strategy and are exposed to alternative solutions to implementing a successful project.