



Maintaining a GICH Team/Program

Sustaining the Effort

Why are we here to begin with?

- Project based goals?
- Macro objectives?

Our Hope

Is that you carefully assess whether or not your work on improving housing issues is truly done

And that you will plan to sustain your efforts to continue to advance housing within your community

Assessment

You began the GLCH process by assessing the needs of your community—it is time to reassess those needs:

- *Did you accomplish your primary goals?*
- *Why did we not accomplish what we hoped to? Why were we unsuccessful?*
- *What are the primary housing related challenges at present? How are they different from when we began?*

If you accomplished something or
some things....

Celebrate! This is one of the most neglected
elements of sustaining a successful team...

Planning

Remember that planning is a ***process*** not an event

Remember the fundamentals of good strategic planning

Goal setting and prioritization are paramount. Goals and action plans should be:

- Specific
- Measurable
- Attainable
- Relevant
- Time-bound

Reassess the Team

Before we go too far, who is left standing on the team?

- Only the paid professionals?
- A fraction of those you began with?
- A good core of those truly committed to housing issues in the community?

Best practices for populating work teams

- Ensure that you have diversity of stakeholders, not just professionals paid to do a job
- Don't appoint figureheads to serve, members need to have ***skin in the game*** and/or ***expertise*** to contribute
- Allow even great members to cycle off if they are fatigued

Why work teams fail

- Lack of commitment (again don't appoint figureheads and friends who aren't truly interested or who do not offer expertise)
- Poorly defined goals. Members need to know why they are selected and how they can contribute to a meaningful goal or goals
- Poor Leadership. Even collaborative organizations need conveners, set agendas, and routine to be effective

How to succeed

- Have a clear mission and purpose
- Choose new members carefully and welcome them appropriately
- Assign leadership judiciously
- Meet routinely and have defined agendas
- Ensure equity in discussions. Have rules in place that are mutually agreed upon
- Work the committee, don't just give reports

How to succeed

- Have a defined protocol for decision-making (how do we know when we have agreement, commitment?)
- Develop plans that include the who, what, where, when, and why
- Monitor progress and evaluate objectively
- Learn from things that don't go well
- Have fun along the way
- Celebrate and promote accomplishment

Building External Support

- Build and maintain active relationships with the press—remember the value of frequency of message in addition to program impact
- Don't underestimate the value of face time. Get on the agenda for meetings with stakeholder groups and keep them informed

Building External Support

- Put a “face” on accomplishments. Personal interest stories should accompany stats and facts

Maintaining Internal Support

- Conflict is sometimes essential to progress
- Support equity within the group, listening to multiple perspectives is always valuable
- Offer praise liberally to those who contribute and recognize the value of contributions
- Respect the time of those who participate
- Once again, celebrate accomplishment!

Finally...

- Leverage the resources you have become familiar with through GICH
- Stay involved...GICH offers lots of opportunities for alumni to stay involved in training opportunities.
- Give back, serve as speakers and resources for future sessions of GICH
- Remember that this isn't the end of the GICH process, it's just a point in the journey of your team

W. Dennis Epps

Deputy Director

Carl Vinson Institute of Government

201 N. Milledge Ave.

Athens, GA 30602

706/542-6242

wdepps@uga.edu