Discussion Guide
Modernization RFP Small Group Discussions

After partnerships have been chosen and checklist filled out, use your completed checklist to determine which phase and step your small group is currently at and follow the discussion guide beginning at that phase and step.

Choose one group member to fill out this worksheet with group member's names, counties, and the potential project idea, as well as any technical assistance needs identified throughout this small group discussion (TA needs can be described in the spaces provided for each phase and step in this guide). At the end of this discussion we will collect these sheets.

Group Information
Partner Name, County:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

Brief description of proposed project:

_____
_____
_____
_____
_____

Phase One: Explore
Is CJS a feasible approach to address the issue you are facing? Who should be involved in this effort?

Steps	Issues and Discussion Points to Consider	Technical Assistance Needed
Goals and expectations: **1. WHY would you consider CJS?**	*What is the Communicable Disease issue or area that needs to be addressed?* *Can the solutions to the issue be found through internal management activities or reallocation of existing resources?* *Is CJS likely to help solve the issue being addressed? What are the goals of the CJS initiative being considered?*	
Scope of the agreement: **2. WHAT services and**	*What is the business model or services model for this communicable disease issues or area currently offered by each*	

capacities would be shared?	jurisdiction?	
	What are the CJS agreements currently in place? What can we learn from them?	
	What are the service gaps to fill? What could be considered for sharing? a) Functions b) Programs c) Capacity	
	What issues should NOT be considered for sharing because of lack of support? What are the boundaries of this initiative that should not be trespassed?	
Partners and stakeholders: **3. WHO are the partners that should be involved?**	What is the history of relationships among the jurisdictions affected by this effort? What are the motivations of each key partner? Is there political willingness among stakeholders and those affected by the issue to explore CJS as a possible solution? Is CJS a feasible option? What are the guiding principles that the CJS effort would have? Do all the partners share these principles? What other individuals and groups does the issue affect, and how? Is the model being considered feasible? Will it have the support of stakeholders and those affected by the CJS initiative?	

Phase Two: Prepare and Plan How exactly would it work?

Steps	*Issues and Discussion Points to Consider*	*Technical Assistance Needed*
1. Context and history	What are possible strengths-weaknesses-opportunities-threats (SWOT) to consider in the development of the new initiative's action plan? What can be learned from past CJS initiatives?	

2. Governance	*What are the governance options being considered for the new CJS agreement?* *What organizational structure is adequate to assure proper management?*	
3. Fiscal and service implications	*Does the plan achieve a balance between increasing efficiency and effectiveness?* *What are existing and potential funding streams that can assure adequate and sustainable operational funding?* *Will public health essential services be provided in a manner that meets or exceeds current levels of performance?* *Are there issues related to uneven levels of local taxation to support public health services among the jurisdictions involved that need to be addressed?*	
4. Legal sharing agreement & Legal issues	*What kind of agreement will be at the base of the CJS initiative?* *Who will have the authority to make decisions?* *Who will have the authority to allocate resources?* *Are there issues related to personnel and vendor contracts (e.g., benefits, collective bargaining agreements, procurement processes, etc.)?* *Are there any liability and insurance issues to be addressed?*	
5. Logistical issues	*What are the implications of the new agreement for buildings, office space, transportation, other properties, etc.?* *Are there adequate facilities to house all personnel, equipment and programs within reasonable geographical proximity to the customers for the shared services?*	

6. Communications	How will the parties communicate? Are there external audiences with whom the partners also should communicate? If so, is there a strategic communications plan in place?	
7. Change management	What changes will occur as a result of the CJS arrangements? Who will be affected? How will changes be managed?	
8. Timeline	Is there a timeline including specific steps that have to be taken for the success of the sharing initiative?	
9. Monitoring	How would you know if the CJS initiative is successful? How would the partners measure success?	

Phase Three: Implement and Improve
Let's do it!
Products: 1) Monitoring, progress and evaluation reports, 2) Knowledge-sharing documents, 3) Revised plan

Steps	Issues and Discussion Points to Consider	Technical Assistance Needed
Implementation and management	Are the activities being implemented as planned? Is there a strong project management team in place? Is senior-level support being secured?	
Communications and change management	Are the change management and the communications plans being implemented? Are communications among all parties affected flowing well? What are the specific concerns and communications needs of each group affected by the new initiative?	
Monitoring and improving	Are the results of the activities	

| | *satisfactory?*

    • *Is there a high level of satisfaction among the stakeholders and groups affected by the initiative?*
    • *Are the goals of improved effectiveness and efficiency being achieved?*
    • *Is there a need to revise the initiative's goals?*
    • *What are the adjustments that need to be made to the plan?*

Is the knowledge acquired being shared with the project team and other stakeholders? | |