

What needs to connect?

Start with the benefit for residents. Work back through what groups must make possible together.

INTENDED BENEFIT FOR RESIDENTS

Residents can reach appropriate help without having to find their own way between county services.



FOR THIS TO BE POSSIBLE...

Residents understand what help a referral offers

The next service knows what has been promised

WHICH CONTRIBUTIONS DOES THAT DEPEND ON?

Human Services

Connections to resident support

Housing & Community Development

Homes and community investment

Public Health

Population needs and health support

Transportation

Access to work, care and services

Communications & Resident Engagement

Accessible information and resident insight

SUPPORT TO EXAMINE

Technology & Data · Human Resources · County Legal Services · Procurement

OTHER BODIES AND PARTNERS

Community & Health Providers · Library System

WHERE SHOULD INQUIRY BEGIN?

What should a resident be able to count on when one county service refers them to another?

Read from the benefit back to its dependencies. Arrows mean "depends on a contribution," not reporting authority or proven causation. Partner boundaries remain distinct.

What do solid connections look like?

Eight relationships to examine across groups. Each opens a different kind of question.

01 / NEEDS

Whose needs should shape shared choices?

Groups develop a shared understanding of residents, including people their services may miss.

02 / CONTRIBUTIONS

What must each group make possible?

Groups explain what their contributions should make possible together and where they depend on others.

03 / CAPACITY

What support are these commitments relying on?

Funding, workforce, technology, procurement and facilities are considered together before commitments are relied on.

04 / HANDOFFS

Can the next group use what we provide?

Groups agree what they will provide, what the receiving group needs and how exceptions will be discussed.

05 / AUTHORITY

Where should an unresolved question go?

Responsibilities and decision routes distinguish executive management, council decisions and independent partners.

06 / AGREEMENTS

Which agreements guide how we work together?

Groups can surface where local arrangements differ from shared commitments and discuss whether either should change.

07 / INFORMATION

Does the same information mean the same thing?

Groups can interpret information together, including definitions, limitations and differing accounts.

08 / LEARNING

How does learning reach a decision?

Important questions reach a suitable forum and may lead the authorized parties to revisit an arrangement or decision.

An original Symphonic educational reference. Local authority, scope and applicability need discussion; this is not a universal county operating model.

Where would a closer look be useful?

8 of 8 answered. Fictional Executive responses illustrate this situation. They do not establish countywide findings.

1. Needs Resident needs inform shared choices	Alignment reported	2. Contributions Groups know what they contribute	Mixed or partial alignment
3. Capacity Shared commitments have support	Mixed or partial alignment	4. Handoffs Contributions are useful to others	A potential gap reported
5. Authority Issues reach the right decision	Not enough visibility	6. Agreements Shared agreements guide practice	Mixed or partial alignment
7. Information Information builds understanding	Alignment reported	8. Learning Learning reaches decisions	Mixed or partial alignment

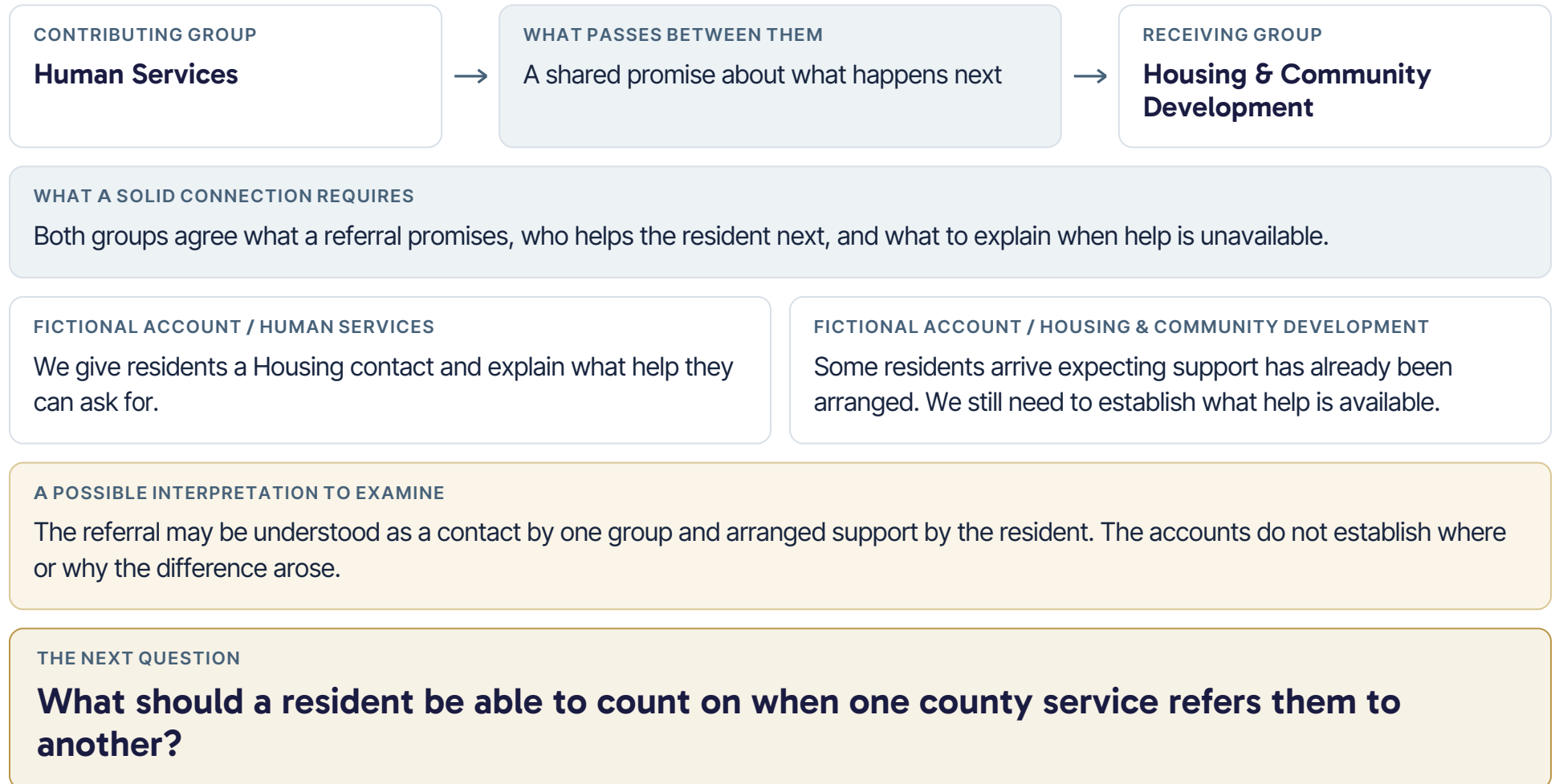
THREE USEFUL PLACES TO BEGIN THE CONVERSATION

Contributions are useful to others When we call our part complete, can the next group actually use it?	Groups know what they contribute Which contribution are we counting on without a shared explanation of its purpose?	Shared commitments have support What have we committed to that depends on support not yet agreed?
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Green: reported alignment. Yellow/red: potential gaps to explore. Visibility, applicability and unanswered items stay separate. There is no overall coherence score.

Same connection. Different expectations?

Compare the accounts with the reference before deciding what they mean.



The accounts give us a reason to inquire. They do not establish which explanation is correct or whether either group is at fault.

Who else could help us understand this?

A useful snapshot makes the next conversation more specific.

THE NEXT QUESTION

What should a resident be able to count on when one county service refers them to another?

WHOSE PERSPECTIVE COULD HELP?

Human Services; Housing & Community Development; Executive Office

WHAT COULD HELP US CHECK?

Compare what each group tells residents with any agreed referral arrangement.

WHICH DECISION ARE WE TRYING TO INFORM?

What should the county promise—and take responsibility for—when it refers a resident?

WHAT REMAINS OPEN?

Is the promise unclear, does an agreed arrangement break down, or do the accounts describe different experiences? None is established by these fictional accounts.

WHAT WOULD CHANGE YOUR UNDERSTANDING?

Ask what an account leaves out, which alternative explanation remains possible, and whose information could help distinguish them.

What would this reveal about your county?

Begin with your own perspective. A sponsored review can bring other views together with agreed privacy and participation arrangements.

Why does this question belong now?

Start with the uncertainty that could change what you ask next.

INTENDED BENEFIT

Residents can reach appropriate help without having to find their own way between county services.

CONTRIBUTING GROUP

Human Services



WHAT PASSES BETWEEN THEM

A shared promise about what happens next



RECEIVING GROUP

Housing & Community Development

THE NEXT QUESTION

What should a resident be able to count on when one county service refers them to another?

WHY NOW?

The accounts leave the promise unclear. Before asking who should work faster, ask whether the groups and the resident understand the same next step.

WHAT PROMPTED THE QUESTION?

The fictional Executive reports that residents and service groups describe different promises at the point of referral.

WHAT COULD HELP ANSWER IT?

Compare the groups' accounts, agreed requirements and one shared example. Keep alternative explanations visible.

WHAT DECISION COULD CHANGE?

What should the county promise—and take responsibility for—when it refers a resident?

One answer changes the next question.

These are possible learning outcomes, not established findings. Follow the branch supported by what you learn.

1 / IF WE LEARN

The promise is not shared

What help are we promising when we refer a resident?

A shared promise needs to be clear before anyone can judge whether the connection fulfills it.

Then ask: **Once the promise is clear, who agrees to help the resident take the next step?**

2 / IF WE LEARN

The promise is shared, but support stops

Where does the agreed support stop between the two services?

If the offer is understood, another discussion about wording may miss a gap in the arrangement.

Then ask: **Which group can change that part of the arrangement, and who else needs to agree?**

3 / IF WE LEARN

The accounts describe different experiences

SELECTED FOR THIS TEACHING
PATH

What explains the difference between the resident's account and the groups' accounts?

Different accounts are a reason to inquire, not proof that one group is at fault.

Then ask: **What evidence would help us distinguish those explanations?**

WHY THE SEQUENCE MATTERS

An unclear promise calls for clarification. A shared promise that breaks down calls for tracing the connection. Different accounts call for understanding the difference first.

Other explanations may emerge. These three branches illustrate the method; they do not exhaust the possibilities.

Bring a better question into the room.

Selected teaching path: The accounts describe different experiences.

THE NEXT QUESTION

What explains the difference between the resident's account and the groups' accounts?

WHO CAN HELP ANSWER?

Human Services; Housing & Community Development; Executive Office

WHO HAS AUTHORITY TO DECIDE?

Human Services and Housing examine the shared promise; the Executive considers unresolved cross-group responsibilities.

WHAT WOULD SUPPORT AN ANSWER?

Compare what was offered, understood and available at each point, without identifying the resident.

WHAT COULD THE ANSWER CHANGE?

The inquiry may reveal an expectation, access condition or assumption to check before changing the arrangement.

WHEN SHOULD THIS QUESTION RETURN?

Revisit it when the expected contribution, an important assumption, the parties involved or the decision boundary changes.

What would this reveal about your county?

Use the method independently, or work through it with a Symphonic facilitator. A broader engagement can establish who holds important questions, what supports answers and when learning should reopen them.

This brief supports strategic inquiry. It does not assign implementation tasks, assess individual performance or establish a cause.