VisibleNetworkLabs

Thank you for considering the Visible Network Labs team as a partner in your social network analysis project! We are pleased to share this draft Scope of Work as a starting point to design the project you need to answer your questions, assess the quality and content of your network connections, and build strategies that results in more efficient and effective networks able to make a greater impact.

The Network Way of Working. Today, intentional strategies that are designed to build and implement network approaches are more common than not. These are often referred to as "network interventions". Network interventions are the intentional act of bringing together diverse cross-sector partners to impact a social or health outcome. The rise of network approaches in recent years includes collective impact models, restorative justice initiatives, Accountable Health Communities, peer support communities for mental health, and much more. The network way of working is based on a belief that collectively we can achieve more than anyone can achieve alone.

Visible Network Labs. At Visible Network Labs, we provide all the tools, technologies, and services to successfully implement, evaluate, and assess networks.

Our team are experts in network and systems evaluation and research. We are leading projects in local, regional, and national level research and evaluation projects. Our team is made up of experts in the area of Organizational Network Evaluation, Placed-Based Evaluation, GIS Analysis, Stakeholder Involvement, and Network Analysis, providing a specific range of expertise not typically found in one organization. Our evaluation approach is based on a Community Based Participatory Model, with a focus on design thinking, reflective learning, and evidence-based practice. Collectively, we have a strong set of experience in evaluation/research related to organizational networks and place-based evaluation.

The team at VNL has 20+ years in evaluation, consulting, data science, and research in network strategies, systems and network evaluation. We have helped over 400 businesses, government, and nonprofit organizations implement and measure their network strategies. See a sample list of our Clients and Projects. Current clients include the Robert Wood Johnson Foundation, Kaiser Permanente, Veterans Affairs, County Health Rankings and Roadmaps, Help Me Grow, Denver Human Services, and dozens of nonprofit and public agencies.

In addition to network and systems evaluation, we also build technology for collaborative innovation and provide a learning lab to build capacity for network leadership. This includes:

- Technology/Data Science/Design Thinking: Building human-centered designed online/interactive tools to track and assess networks and complex systems, including the PARTNER Tool (funded by RWJF) and the Person-Centered Network App, and a data dashboard to track networks. To date, 4000+ community networks have used the PARTNER tool generating a unique dataset of 1600+ community networks, 40K+ orgs, and 150K+ data points describing relationships.
- Community Capacity Building Through Training and Technical Assistance: Building capacity to implement Network Leadership practices in communities through curriculum, skills, and technical assistance, led by our own experts and in partnership with our network of over 20 national experts in network building and community development. Over 1500 practitioners, funders, policy makers, and community members have attended our in-person, webinars, and peer-learning forums.

About Our Approach to Network Evaluations. A major challenge facing organizations today is how to partner with other organizations, agencies, and groups to collaboratively address social and political goals while effectively maximizing resource sharing of the partners involved. However, the process by which organizations have engaged partners in collaboration has varied, with few ways to measure the success of these partnerships. Network leaders are eager to understand how to analyze the collaboratives in which they are involved so that they may determine whether efforts to focus resources on partnership or collaborative development are working. We help networks:
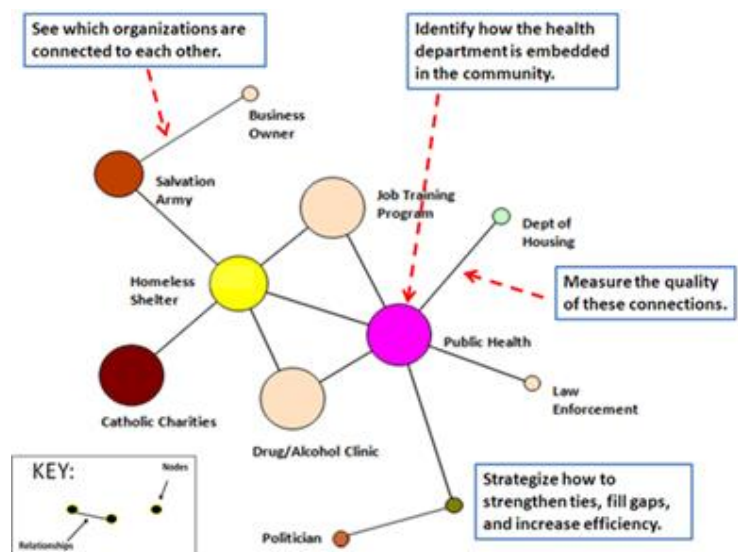
▪ Demonstrate ROI and attribution to funders, partners, and stakeholders how their collaborative efforts are making an impact.
▪ Help network members and leaders think about how to strengthen their networks.
▪ Provide quantitative data to describe the quality, content, and intensity of network partnerships.
▪ Develop presentations, reports, and grant application language to communicate with stakeholders, funders, policymakers, and partners.

We have developed the PARTNER Platform, to rigorously and systematically collect data on networks, with a focus on integrating outcomes measures with metrics on partnerships development and progress of network efforts over time. We use PARTNER in all our network analysis projects.

PARTNER is a Social Network Analysis Tool to Collect, Analyze, & Interpret Data to Improve Collaboration in Cross-Sector Community Networks. PARTNER is designed for use by networks to demonstrate how members are connected, how resources are leveraged and exchanged, the levels of trust, and to link outcomes to the process of collaboration. The tool includes an online survey to collect data and an analysis program that analyzes these data.

Using PARTNER, you will be able to analyze relationships in three ways:

- Create visuals (similar to the image to the right) to see who is connected to whom.
- Assess network scores including metrics on the number and quality of relationships, the trust between partners, the value that each partner brings to the larger collaborative, and assessments of the roles that each member play based on how they are connected to others.
- Assess outcomes measures to indicate process and products achieved as a result of collaborating across sectors.

Questions You Can Answer Using Partner

"What is the quantity and quality of relationships in community networks?"
"Do gaps, vulnerabilities, and inefficiencies exist among partnerships?"
"How can members of a collaborative remain accountable to their funders and stakeholders?"
"What models/frameworks for collaboration work best?"

How To PARTNER With Us:

We have several ways to partner with you on your projects, with options to fit into the budget you have available. To get a custom quote, email us at hello@visiblenetworklabs.com

Partnership Options for Working With VNL on Your Projects	DRAFT SOW
Package Options – Cost Per Network	

Tasks Timelines		Est. Cost
Pkg A Basic PARTNER Evaluation • **Research Design** (Help developing respondent list; Review and program PARTNER Survey; Develop data collection timeline) • **Data Collection** (Administer pilot survey; Make any remaining survey revisions based on pilot survey feedback; Administer PARTNER survey following data collection methodology; Send Invite; 2-4 reminder emails) • **Data Analysis/Dissemination** (VNL Team conducts initial analysis; Standard PARTNER report; Highlights report)	3-4 Months	$16,000
Pkg B Enhanced PARTNER Evaluation • **Research Design** (*Evaluation Questions; Measures Identified* + Help developing respondent list; Review and program PARTNER Survey; Develop data collection timeline) • **Data Collection** (Administer pilot survey; Make any remaining survey revisions based on pilot survey feedback; Administer PARTNER survey following data collection methodology; Send Invite; 2-4 reminder emails) • **Data Analysis/Dissemination** (VNL Team conducts initial analysis; Standard PARTNER report; Highlights report *+ Custom analysis + Recommendations)* • *1-2 Webinars (usually one at start of project and another to present results)*	4-6 Months	$24,000
Pkg C Custom Evaluation • We can work with you to create a custom evaluation design to evaluate multiple networks, conduct cross-network analysis, create Quality Improvement plans, train your team to conduct studies and analyze data, provide on-site consultation, and other ways to support you and your organization.	TBD	TBD
Strategic Partnerships • **Custom Technology Solutions:** While we have built an incredible platform that meets many needs, we love to customize features and uses for your use case. • **Person-Centered App Integration:** We can integrate the PCN App into your projects. You can collect data at the personal level, and for personal assessments.	TBD	TBD

Examples of Data Mapping/evaluation Products:

We are currently working on several projects that could be leveraged to benefit the SOW:

- Our team is cleaning, coding, and building the data infrastructure to make the PARTNER data public-facing in a way that will benefit people and organizations in communities, creating State Profiles.
- We are leveraging the PARTNER Tool State Profiles with a focus on the 10 most unhealthy states in the country, overlaying the CHR&R data, to identify strategies and actions for CHR&R network strategies.
- We assist several organizations in evaluating their network interventions, to build strategies to strengthen and improve their networks to reach outcomes.
- We create story maps using ArcGIS, to leverage demographic AND relational data,
- Shortly, we will launch our "network inventory" project, developing a short form for networks to "register" network type, location, and purpose, then heat mapped onto base layers related to

Network members answer a few questions about themselves and their connections with other members

Member profiles provide a close-up look at the relationships and attributes of each network member.

Data are sent to a Google cloud server and automatically fed into a data visualizer and analyzer. Network maps show the patterns of connections among members.

Data can also be mapped geographically. Network connections can be filtered on or off.

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Contact us at hello@visiblenetworklabs.com for more information on using the PARTNER tool.