

Results-Focused Community Partnerships

*A Learning and Development Tool To Gauge
A Community Partnership's Capacity to Implement the
Building Stronger Families Framework*

Center
for the
Study
of Social
Policy

BACKGROUND

The *Results-Focused Community Partnership Learning and Development Tool* (RFCP Learning and Development Tool) is designed to help Best Start Community Partnerships conduct a comprehensive assessment of their capacities to implement the Building Stronger Families (BSF) framework.

What is the BSF framework?

The BSF framework is based on a deep-seated belief, supported by extensive research, that if *families are strong and communities support families* children in turn will be safe, healthy and prepared for school.

We know that families are strong when three key factors are present:

1. Family capacities—knowledgeable, resilient, and nurturing parents
2. Social connections—families participating in positive social networks
3. Concrete supports—access to services and supports that meet families' needs

When *communities support families*, they support families in at least three ways:

1. Coordinated services and supports that meet families' needs
2. A common vision and collective will to strengthen families
3. Social networks and safe space for recreation and interaction

What does it mean to ‘implement the BSF framework’?

Community Partnerships are a principal strategy of First 5 LA’s Building Stronger Families placed based effort. A community partnership is able to implement the BSF framework when it is *results-focused*, that is to say, when all of its activities and resources are ultimately aimed at achieving the six core results, defined above, to ensure that families are stronger and that communities support families.

In many neighborhood and community efforts to improve results in a defined geographic area, community partnerships play a key role in organizing and convening community members, organizations, formal and informal providers and residents to improve a set of results.

Community partnerships are leaders of place-based efforts in communities, helping to ensure that results are directly connected to the circumstances, assets, strengths and needs of their specific geographic area and that all local efforts focus attention to improving commonly held results.

Results-focused community partnerships use a disciplined results framework to guide the way they operate by always starting with the end in mind; using data to define targets, outline

strategies and clarify the intended outcomes of those strategies; and tracking and reviewing effectiveness based upon pre-determined measures.

Once a partnership develops these capacities, they are used again and again to launch effective, often evidence-based or evidence-informed strategies and then document that difference they make in measurable ways.

What capacities do results-focused community partnerships need to have to implement the BSF framework?

The growing consensus from results-based initiatives on behalf of children and families indicates that to implement a strong results-based approach, Partnerships need six core capacities to develop and implement strategies and track measurable progress towards the core results:

1. **Keepers of the Vision:** Successful place-based community change efforts need community champions who are passionate about improving a clearly defined set of results. As keepers of the vision, Best Start's partnership members commit themselves to the vision for results that has been defined by First 5 LA. As leaders of a place-based effort, members promote the work throughout their geographic area; help to educate others about the vision; and draw connections between the conditions in their community and the vision. As such, partnership members need to understand and be able to articulate in conversational language what the intended purpose is for their work and be able to communicate how they plan to address these conditions.

Initially, partnerships take incremental yet actionable steps towards implementing defined results. Eventually, results-focused partnerships compile a comprehensive array of strategies that involves many partners, systems, and local organizations which, together, make up an integrated community approach to improve results. Comprehensive plans are developed periodically and serve as the partnership's roadmap to success. The comprehensive plan becomes a community accountability plan and helps partnerships to stay focused, review progress and make mid-course corrections if it is determined that their strategies are not making the difference that was anticipated.

2. **Inclusive Governance:** Results-focused partnerships seek to engage many partners and stakeholder groups in their efforts. Well-functioning partnerships mirror the make-up of the community and include a full range of stakeholder groups to participate in the results-focused process. Partnerships work best when members are able to include many perspectives in the decisions they make about how to improve results. Creating an infrastructure that allows for broad participation typically requires that a partnership has strong governance rules and management bylaws that clearly document various methods for community members to contribute to the process. The operational structure outlines the decision-making process, defines how conflicts will be resolved and delineates clear lines of authority and responsibility. Effective partnerships define many ways to welcome the diverse opinions of community members, and it is a measure of pride and success when they are viewed as being credible representatives of the entire community.

3. **Effective Collaboration:** Establishing regular and consistent leadership roles for parents and other residents who care about young children and their families will be essential to a partnership's ability to impact the BSF core results: building stronger families and creating community systems of support that respond to parents' needs. Partnerships need to develop methods for building trust and communicating with members and establish ground rules about that ensure transparency among partnership members, parents and the broader community about the work and the progress that is (or is not) being made towards results. Effective collaboration requires sustained attention to working with achieving a range of stakeholder groups – beginning with parents and caretakers of young children and including faith-based groups, community groups, and civic organizations.
4. **Data-Driven Learning, Decisions and Accountability:** Results-focused community partnerships have the capacity to interpret relevant data and the ability to use those data to define a set of strategies and track the progress towards better outcomes. Skillful partnerships are able to construct “the story behind the data” and use this information to inform the activities they want to endorse; engage community members to join their efforts; and plan a course of action for which there is evidence that it will have an impact. Using data as a learning tool, as the basis for decision-making, and as a mechanism for ensuring accountability, are fundamental capacities of results-focused partnerships.

To operate effectively, partnerships need to understand the language of results and be able to define baselines, establish indicators, and implement performance measures and systems of accountability that link the strategies they implement with desired results. Many community partnerships can outline activities they believe will make a difference. Results-focused partnerships also establish at the onset how they will measure the impact of their actions. They understand that it is their role to answer the question: “Are families and children better off?”

5. **Resources and Sustainability:** For results-focused community partnerships to be effective and track results continuously, they need a stable infrastructure of resources and supports. A sustainability plan defines how the partnership will be staffed; how it will support operational functions; and how it will fund activities and strategies for the period it intends to operate. Many partnerships are sponsored initially to address a specific set of results and are supported financially to do so. As partnerships develop strength within a community, they need to leverage, influence or redirect resources toward the results they seek. Sustainability also requires recognizing and respecting the residents and community organizations who add value to the partnership and help galvanize the community to improve results. Ultimately, achieving results is the most effective method of ensuring sustainability.
6. **Building Neighborhood Capacities:** The long term success of results-focused community partnerships requires the capacity to initiate action across the entire community to build strong families and create healthy communities where children are safe, healthy and ready to learn. Building neighborhood capacity refers to a partnership's ability to promote

authentic resident engagement and inspire local service organizations and providers to function effectively and be responsive to the needs of children and families. Partnerships with this level of capacity establish robust community engagement and mobilization approaches and seek to influence service systems, marshal new investments, and affect policies and decision-making structures that contribute to results. Results-focused partnerships regularly inform the community at-large of their efforts to build strong families.

What is the purpose of the RFCP Learning and Development Tool?

The purpose of the *RFCP Learning and Development Tool* to help Best Start Community Partnerships conduct a comprehensive assessment of their capacities to implement the Building Stronger Families (BSF) framework.

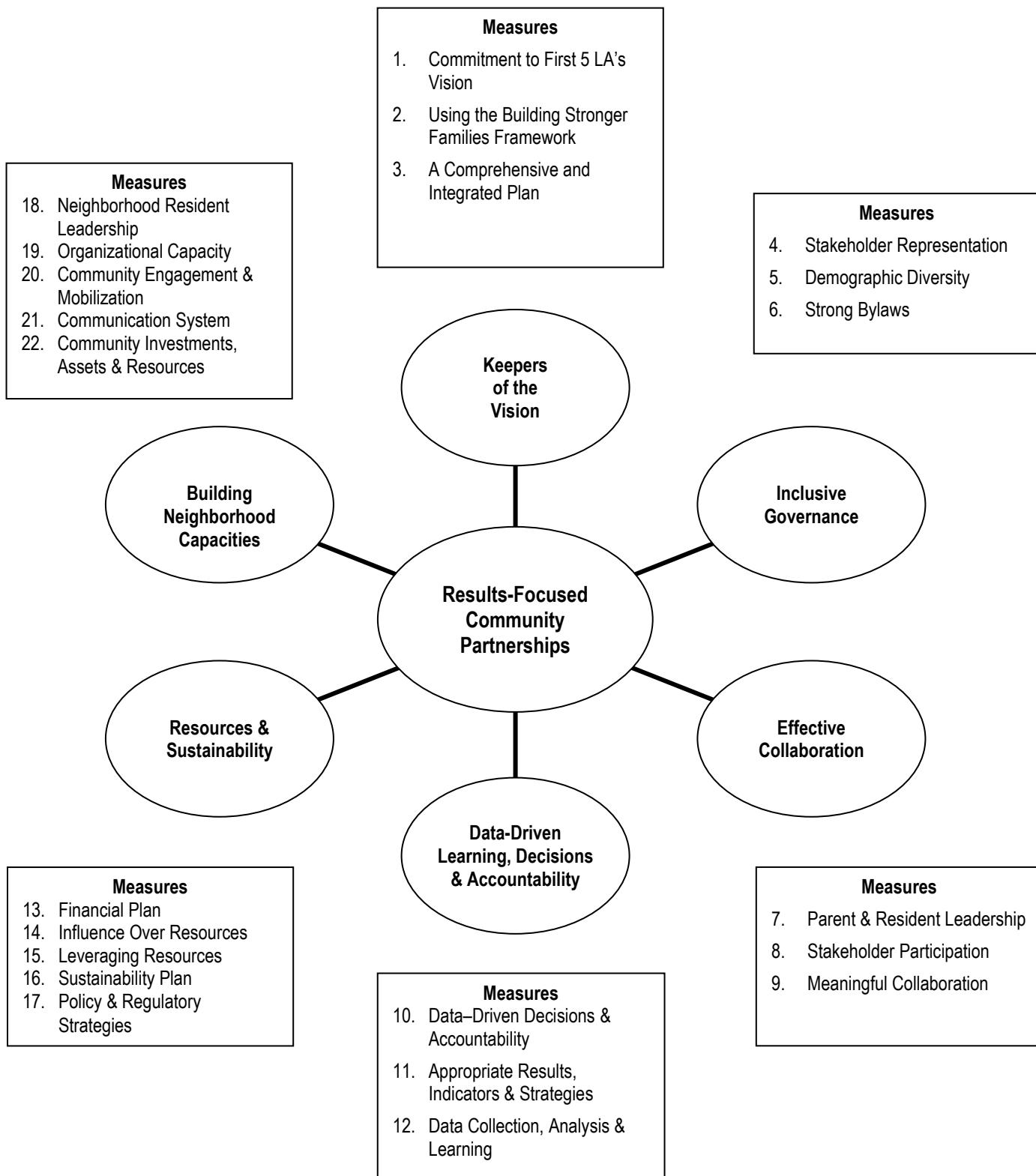
The information gathered from the application of this self-assessment tool will be used to develop a description of each community partnerships' capacities to begin implementing the Building Stronger Families framework.

Three principles underpin the self-assessment tool and the process by which it will be implemented.

1. The self-assessment tool and process are intended to help community partnership learn about their strengths and areas to improve for each capacity.
2. The learning from self-assessment process is intended to help partnership develop greater capacity.
3. The ultimate purpose is to help the community take greater ownership over its purpose and functions within a place-based initiative.

The results of each community partnership's self-assessment, the results of the initial analysis, and other relevant information will be used to develop a Building Stronger Families Action Plan to strengthen the community partnerships' ability to implement the BSF framework over time.

RESULTS-FOCUSED COMMUNITY PARTNERSHIPS: ELEMENTS & MEASURES



ELEMENT ONE: KEEPERS OF THE VISION

CONCEPT

Community partnerships lead a broadly supported neighborhood change process that improves results for all children and families.

Best Start community partnerships lead a community change process that builds stronger families and communities that support families to ensure that children are safe, healthy and prepared for school.

Keepers of the Vision refers to a community partnership's capacity to:

- A. Deeply commit itself to achieve First 5 LA's vision that children are healthy, safe and prepared for school;
- B. Use the Building Stronger Families framework to anchor the community partnership's approach to achieving results;
- C. Develop a comprehensive and integrated set of strategies designed to build strong families and create healthy communities.

MEASURES

1. Commitment to First 5 LA's Vision
2. Using the Building Stronger Families Framework
3. A Comprehensive and Integrated Plan

ELEMENT ONE: KEEPERS OF THE VISION

Measure 1: Commitment to First 5 LA's Vision

Concept: The community partnership has a deep commitment to First 5 LA's vision that *children are healthy, safe and prepared for school*.

Score	Scale
5	There is broad community consensus for the vision that <i>children are healthy, safe and prepared for school</i> among local organizations, partners, service providers, parents and residents and others.
4	The community partnership implements and assesses strategies to engage local organizations, partners, service providers, parents and residents to increase understanding and commitment to First 5 LA's vision.
3	The community partnership has a plan to increase understanding and commitment to First 5 LA's vision among local organizations, partners, services providers, parents and residents and other groups.
2	Most community partnership members understand First 5 LA's vision that <i>children are healthy, safe and prepared for school</i> .
1	A few community partnership members understand First 5 LA's vision that <i>children are healthy, safe and prepared for school</i> .

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT ONE: KEEPERS OF THE VISION

Measure 2: Using the Building Stronger Families Framework

Concept: The community partnership uses the Building Stronger Families (BSF) framework to anchor the community partnership's approach to achieving results.

Score	Scale
5	The BSF framework is used community-wide to align the strategic activities of organizations (funded or not funded by First 5 LA) that <i>build stronger families and communities that support families</i> to ensure that <i>children are healthy, safe and prepared for school</i> .
4	The community partnership implements and assesses strategic activities that aim to <i>build stronger families and communities that support families</i> to ensure that <i>children are healthy, safe and prepared for school</i> .
3	The community partnership has a plan with strategic activities that <i>build stronger families and communities that support families</i> to ensure that <i>children are healthy, safe and prepared for school</i> .
2	Most community partnership members understand how <i>building stronger families and communities that support families</i> can ensure that <i>children are healthy, safe and prepared for school</i> .
1	A few community partnership members understand how <i>building stronger families and communities that support families</i> can ensure that <i>children are healthy, safe and prepared for school</i> .

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ELEMENT ONE: KEEPERS OF THE VISION

Measure 3: A Comprehensive and Integrated Plan

Concept: The community partnership's plan includes a comprehensive and integrated set of strategies to achieve the BSF core family and community results.

Score	Scale
5	The community partnership's comprehensive and integrated plan is <u>aligned with</u> the plans of other local organizations and partnerships to coordinate strategies to achieve the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> a comprehensive and integrated set of strategies to achieve the BSF core family and community results.
3	The community partnership has a <u>plan</u> with a comprehensive and integrated set of strategies to achieve the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of a plan with a comprehensive and integrated set of strategies to achieve the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of a plan with a comprehensive and integrated set of strategies to achieve the BSF core family and community results.

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ELEMENT TWO: INCLUSIVE GOVERNANCE

CONCEPT

Leading a broadly supported community change effort to build stronger families and communities that support families requires that the community partnership an *inclusive governance* approach that engages the right people and groups to work together and share accountability for the core results.

Inclusive Governance refers to a community partnership's capacity to:

- A. Incorporate a full range of stakeholder groups that are key to achieving the intermediate outcomes and long-term results of the Building Stronger Families framework;
- B. Include members who collectively and closely reflect the neighborhood's demographic diversity;
- C. Agree to and use bylaws that explicitly articulate how the group will govern itself, including but not limited to:
 - a. Purpose;
 - b. Values;
 - c. Geographic Boundaries;
 - d. Membership;
 - e. Decision-Making Method;
 - f. Conflict-of-Interest Policy;
 - g. Conflict Resolution Method; and an
 - h. Organizational Structure with clear lines of authority, functions, responsibilities and processes to conduct and monitor work (e.g., work groups, action plans, etc.).

MEASURES

4. Stakeholder Representation
5. Demographic Diversity
6. Strong Bylaws

ELEMENT TWO: INCLUSIVE GOVERNANCE

Measure 4: Stakeholder Representation

Concept: The community partnership has a full range of stakeholder groups to achieve the BSF core family and community results.

Score	Scale
5	The community partnership has a <u>full range of stakeholder groups</u> to achieve the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> strategies to engage, recruit and sustain a full range of stakeholder groups to achieve the BSF core family and community results.
3	The community partnership has conducted an assessment of current stakeholder representation and has a <u>plan</u> to engage, recruit and sustain a full range of stakeholder groups to achieve the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of having a full range of stakeholder groups to achieve the BSF core family and community results.
1	A few community partnership members <u>understand</u> the <i>importance</i> of having a full range of stakeholder groups to achieve the BSF core family and community results.

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ELEMENT TWO: INCLUSIVE GOVERNANCE

Measure 5: Demographic Diversity

Concept: The community partnership's membership—collectively—closely reflects the neighborhood's demographic diversity.

Score	Scale
5	The community partnership's membership, collectively, <u>closely reflects</u> the neighborhood's demographic diversity.
4	The community partnership <u>implements and assesses</u> strategies to engage, recruit and sustain a membership that closely reflects the neighborhood's demographic diversity.
3	The community partnership has conducted an assessment of its current demographic diversity and has a <u>plan</u> to engage, recruit and sustain a membership that reflects the neighborhood's demographic diversity.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of a membership that closely reflects the neighborhood's demographic diversity.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of a membership that closely reflects the neighborhood's demographic diversity.

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ELEMENT TWO: INCLUSIVE GOVERNANCE

Measure 6: Strong Bylaws

Concept: The community partnership has strong bylaws to facilitate self-governance.

Score	Scale
5	The community partnership's bylaws are <u>widely respected and honored</u> by its members and the broader community that interacts with the partnership.
4	The community partnership <u>regularly assesses</u> the effectiveness of its bylaws and makes necessary adjustments.
3	The community partnership has <u>developed bylaws</u> that define its purpose, membership, geographic boundaries, decision-making method, conflict of interest policy, conflict resolution method and an organizational structure with clear lines of authority, functions and responsibilities and a process to conduct and monitor the work.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of having strong bylaws to guide how the community partnership governs itself effectively.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of having strong bylaws to guide how the community partnership governs itself effectively.

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ELEMENT THREE: EFFECTIVE COLLABORATION

CONCEPT

Community partnerships foster constructive and productive ways for members to collaborate with each other to build stronger families and communities that support families.

With the support of organizations, neighborhood parents and residents actively lead the community partnership's planning, implementation and monitoring activities to achieve the BSF core family and community results,

Effective Collaboration refers to a community partnership's capacity to support the following:

- A. The active participation of neighborhood parents in leadership roles in the community partnership;
- B. The active participation of a broad range of stakeholder groups in the community partnership;
- C. The meaningful collaboration of community partnership members, characterized by effective communication, transparency, efficiency, trust, action learning, a focus on results and empowerment.

MEASURES

- 7. Parent and Resident Leadership
- 8. Stakeholder Participation
- 9. Meaningful Collaboration

ELEMENT THREE: EFFECTIVE COLLABORATION

Measure 7: Parent and Resident Leadership

Concept: A critical mass of neighborhood parents and residents actively lead the community partnership's planning, implementation and monitoring activities to achieve the BSF core family and community results.

Score	Scale
5	A <u>critical mass</u> of parents and residents are actively leading the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> strategies to develop and sustain a <i>critical mass</i> of parents and residents who actively lead the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
3	The community partnership has a <u>plan</u> to develop a <i>critical mass</i> of parents and residents who actively lead community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of having a <i>critical mass</i> parents and residents who actively lead community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of having a <i>critical mass</i> parents and residents who actively lead community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.

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ELEMENT THREE: EFFECTIVE COLLABORATION

Measure 8: Stakeholder Participation

Concept: A broad range of stakeholder groups actively participate and support the community partnership's work to achieve the BSF core family and community results.

Score	Scale
5	A broad set of key stakeholder groups actively participates and supports the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
4	The community partnership implements and assesses strategies to sustain the active participation of a broad set of stakeholder groups to support the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
3	The community partnership has a plan to sustain the active participation of a broad set of stakeholder groups to support the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of a broad set of stakeholder groups actively supporting the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of a broad set of stakeholder groups actively supporting the community partnership's planning, implementation and evaluation activities to achieve the BSF core family and community results.

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ELEMENT THREE: EFFECTIVE COLLABORATION

Measure 9: Meaningful Collaboration¹

Concept: The community partnership is engaged in meaningful collaboration, characterized by effective communication, transparency, efficiency, trust, action-learning, a focus on results and empowerment.

Score	Scale
5	The community partnership is <u>engaged in meaningful collaboration</u> with the broader community to achieve the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> trainings and other activities to strengthen the partnership's collaborative capacity to achieve the BSF core family and community results.
3	The community partnership has an <u>explicit set of principles and practices</u> to foster meaningful collaboration and a <u>plan</u> to build collaborative capacity among partners to achieve the BSF core family and community results.
2	Most community partnership members <u>understand</u> the <i>importance</i> of meaningful collaboration to achieve the BSF core family and community results.
1	A few community partnership members <u>understand</u> the <i>importance</i> of meaningful collaboration to achieve the BSF core family and community results.

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¹ See 'Meaningful Collaboration Worksheet' to help you reflect on your community partnership's level of meaningful collaboration.

ELEMENT FOUR: DATA-DRIVEN LEARNING, DECISIONS & ACCOUNTABILITY

CONCEPT

Being a results-focused community partnership entails being able to generate and interpret data on an ongoing basis in order to select and target strategies, track progress, learn about what is (or is not) working well, make decisions and course corrections, and hold partners accountable for achieving the BSF core family and community results.

Data-Driven Learning, Decisions and Accountability refers to a community partnership's capacity to:

- A. Use data to make decisions and to hold partners and other entities accountable for results.
- B. Establish appropriate indicators and strategies for the core results.
- C. Implement a system by which it collects and analyzes data to learn about program performance and population-level results.

MEASURES

- A. Data-Driven Decisions and Accountability
- B. Appropriate Results, Indicators and Strategies
- C. Data Collection, Analysis and Learning

ELEMENT FOUR: DATA-DRIVEN LEARNING, DECISIONS AND ACCOUNTABILITY

Measure 10: Data-Driven Decisions and Accountability

Concept: The community partnership uses data to make decisions and hold partners and other entities accountable for the BSF core family and community results.

Score	Scale
5	Neighborhood and institutional leaders <u>make data-driven decisions and hold each other accountable</u> for achieving the BSF core family and community results.
4	The community partnership regularly uses data <u>to hold partners and other entities accountable</u> for achieving the BSF core family and community results.
3	The community partnership regularly uses data <u>to recommend strategies and make course corrections</u> , where necessary, to achieve the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of using data to make decisions and to hold partners and other entities accountable for the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of using data to make decisions and to hold partners and other entities accountable for the BSF core family and community results.

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ELEMENT FOUR: DATA-DRIVEN LEARNING, DECISIONS AND ACCOUNTABILITY

Measure 11: Appropriate Results, Indicators and Strategies

Concept: The community partnership has appropriate indicators, baselines, benchmarks and strategies to inform strategy selection and track progress towards BSF core family and community results.

Score	Scale
5	There is <u>widespread agreement and support</u> among community and institutional leaders on a comprehensive framework of indicators, baselines and benchmarks to assess strategies and track progress towards the BSF core family and community results.
4	The community partnership has a <u>comprehensive framework</u> of appropriate indicators, baselines and benchmarks to inform strategy selection and to track progress towards the BSF core family and community results.
3	The community partnership is <u>developing</u> appropriate indicators, baselines and benchmarks to inform strategy selection and to track progress towards the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of appropriate indicators, baselines and benchmarks to inform strategy selection and track progress towards the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of appropriate indicators, baselines and benchmarks to inform strategy selection and track progress towards the BSF core family and community results.

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ELEMENT FOUR: DATA-DRIVEN LEARNING, DECISIONS AND ACCOUNTABILITY

Measure 12: Data Collection, Analysis & Learning

Core Concepts: The community partnership collects and analyzes data from multiple sources to assess strategies and track progress towards the BSF core family and community results.

Score	Scale
5	The community partnership has <u>convincing evidence</u> to show how strategies have contributed (or not) to achieving the BSF core family and community results.
4	The community partnership has a <u>baseline and benchmark(s)</u> for each core result and <u>regularly collects and analyzes information</u> from multiple sources (especially customer feedback of services) in order to assess strategies, track progress and support continuous improvement efforts to achieve the BSF core family and community results.
3	The community partnership has a <u>framework</u> explaining how indicators, baselines and benchmarks will be used to assess strategies and track progress towards the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of collecting and analyzing data from multiple sources to assess strategies and track progress towards the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of collecting and analyzing data from multiple sources to assess strategies and track progress towards the BSF core family and community results.

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ELEMENT FIVE: RESOURCES AND SUSTAINABILITY

CONCEPT

Community partnerships seeking to achieve population-level and long-term results need to have a robust and aggressive approach to resource development and sustainability for the initiative.

Resources and Sustainability refers to a community partnership's capacity to generate resources to support and sustain the implementation of strategies over the long term to achieve the BSF core family and community results by:

- A. Developing a financial plan that identifies current and projected funds for an 18-to-36 month period to support key strategies;
- B. Having significant influence over how to allocate its budget for community-defined priorities;
- C. Leveraging resources from other institutions, organizations, neighborhood groups and individuals;
- D. Creating a long-term sustainability plan that identifies long-term commitments from key institutional, organizational, and community partners;
- E. Investing in policy and regulatory strategies to increase funds available to support strategies and activities.

MEASURES

- A. Financial Plan
- B. Influence Over Resources
- C. Leveraging Resources
- D. Sustainability Plan
- E. Policy and Regulatory Strategies

ELEMENT FIVE: RESOURCES AND SUSTAINABILITY

Measure 13: *Financial Plan*

Core Concepts: The community partnership has a financial plan that identifies current and projected funds over the next 18-to-36 months to support key strategies to achieve BSF core family and community results.

Score	Scale
5	The community partnership's financial plan ensures that resources are available for and aligned with effective strategies to achieve the BSF core family and community results.
4	The community partnership implements and assesses strategies to generate resources and to monitor that these resources are available and aligned with effective strategies to achieve the BSF core family and community results.
3	The community partnership has a financial plan that identifies current and projected funds over the next 18-to-36 months to support effective strategies to achieve the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of a financial plan that identifies current and projected funds over the next 18-to-36 months to support effective strategies to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of a financial plan that identifies current and projected funds over the next 18-to-36 months to support effective strategies to achieve the BSF core family and community results.

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ELEMENT FIVE: RESOURCES AND SUSTAINABILITY

Measure 14: Influence over Resources

Concept: The community partnership has a high level of influence over its budget to support community-defined priorities to achieve the BSF core family and community results.

Score	Scale
5	The budget priorities of local public and private institutions support effective community-defined priorities to achieve the BSF core family and community results.
4	The community partnership engages local public and private institutions to fund community-defined priorities aimed at achieving the BSF core family and community results.
3	The community partnership exerts a significant level of influence over its budget to support community-defined priorities aimed at achieving the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of having influence over the budget to support community priorities to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of having influence over the budget to support community priorities to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT FIVE: RESOURCES AND SUSTAINABILITY

Measure 15: Leveraging Resources

Concept: The community partnership leverages resources from other institutions, organizations, groups and individuals to achieve results.

Score	Scale
5	Community resources are <u>effectively leveraged</u> in support of the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> resource development strategies with partner organizations to leverage resources to achieve the BSF core family and community results.
3	The community partnership has a <u>plan</u> to leverage resources with partner organizations to achieve BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of leveraging resources with partner organizations to achieve the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of leveraging resources with partner organizations to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT FIVE: RESOURCES AND SUSTAINABILITY

Measure 16: Sustainability Plan

Concept: The community partnership has a sustainability plan that identifies long-term commitments from its key institutional, organizational and neighborhood partners to achieve the BSF core family and community results.

Score	Scale
5	The community partnership has strong commitment from its key institutional, organizational and neighborhood partners to sustain long-term efforts to achieve the BSF core family and community results.
4	The community partnership implements and assesses strategies for long-term sustainability to achieve the BSF core family and community results.
3	The community partnership has a sustainability plan that identifies long-term commitments from key institutional, organizational, and neighborhood partners to achieve the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of a sustainability plan that identifies long-term commitments from key institutional, organizational, and neighborhood partners to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of a sustainability plan that identifies long-term commitments from key institutional, organizational, and neighborhood partners to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT FIVE: RESOURCES AND SUSTAINABILITY

Measure 17: Policy and Regulatory Strategies

Concept: The community partnership invests in strategies to change policies and regulations to increase resources available to the neighborhood to achieve the BSF core family and community results.

Score	Scale
5	The community partnership <u>is included</u> in discussions about policy and regulatory changes to increase resources available to achieve the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> efforts to influence policies and regulations to increase resources available to the neighborhood to achieve the BSF core family and community results.
3	The community partnership has a <u>plan</u> to change policies and regulations to increase resources available to achieve the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of investing in policy and regulatory strategies to increase resources available to achieve the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of investing in policy and regulatory strategies to increase resources available to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT SIX: BUILDING NEIGHBORHOOD CAPACITIES

CONCEPT

As discussed in the introduction, the long-term success of Best Start initiative hinges on the community partnership's ability, over time, to build capacities in the broader community to ensure that:

Families are stronger in the following ways:

1. **Family Capacities**—Parents are knowledgeable, resilient, and nurturing;
2. **Social Connections**—Families participate in positive social networks;
3. **Concrete Supports**—Families access services and supports that meet their needs.

Communities support families in the following ways:

4. **Coordinated** services and supports that meet the families' needs;
5. **A common vision and collective will** to strengthen families;
6. **Social networks and safe spaces** for recreation and interaction.

Building Neighborhood Capacities refers to the community partnership's capacity to foster and develop the following capacities in the broader community in order to achieve the BSF core family and community results:

- A. A critical mass of neighborhood residents to lead efforts that seek to achieve the BSF core family and community results.
- B. The capacity of organizations to support efforts that seek to achieve the BSF core family and community results.
- C. An active network of individuals, families and organizations that can be mobilized to support efforts that promote the BSF core family and community results.
- D. A communication system that informs and educates the community-at-large about efforts to achieve the BSF core family and community results.
- E. Community investments into the neighborhood and increases community assets and resources to enhance the quality of life for all children and families and to achieve the BSF core family and community results.

MEASURES

- A. Neighborhood Resident Leadership
 - B. Organizational Capacity
 - C. Community Engagement and Mobilization
 - D. Communication System
 - E. Community Investments, Assets and Resources
-

ELEMENT SIX: BUILDING NEIGHBORHOOD CAPACITIES

Measure 18: Neighborhood Resident Leadership

Concept: The community partnership develops a critical mass of neighborhood residents to lead efforts that seek to achieve the BSF core family and community results.

Score	Scale
5	There is a critical mass of neighborhood residents leading efforts to build stronger families and communities that support families.
4	The community partnership implements and assesses strategies to develop a <i>critical mass</i> of neighborhood residents that lead efforts to achieve the BSF core family and community results.
3	The community partnership has a plan to develop a <i>critical mass</i> of neighborhood residents that lead efforts to achieve the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of developing a <i>critical mass</i> of neighborhood residents that lead efforts to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of developing a <i>critical mass</i> of neighborhood residents that lead efforts to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT SIX: BUILDING NEIGHBORHOOD CAPACITIES

Measure 19: *Organizational Capacity*

Concept: The community partnership increases the capacity of organizations to support efforts that seek to achieve the BSF core family and community results.

Score	Scale
5	There is widespread organizational capacity in the neighborhood to support efforts that seek to achieve the BSF core family and community results.
4	The community partnership implements and assesses strategies to develop or enhance the capacity of organizations to achieve the BSF core family and community results.
3	The community partnership has a plan to increase the capacity of organizations to achieve the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of increasing the capacity of organizations to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of increasing the capacity of organizations to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT SIX: BUILDING NEIGHBORHOOD CAPACITIES

Measure 20: Community Engagement and Mobilization

Core Concepts: The community partnership fosters and sustains an active network of individuals, families and organizations that can be mobilized to support efforts that promote the BSF core family and community results.

Score	Scale
5	The neighborhood has an <u>active network</u> of individuals, families and organizations <u>that actively supports</u> efforts that promote the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> strategies to engage and mobilize an active network of individuals, families and organizations that can be mobilized to support efforts promoting the BSF core family and community results.
3	The community partnership has a <u>plan</u> to engage and mobilize an active network of individuals, families and organizations that can be mobilized to support efforts promoting the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of having an active network of individuals, families and organizations that can be mobilized to support efforts promoting the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of having an active network of individuals, families and organizations that can be mobilized to support efforts promoting the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT SIX: BUILDING NEIGHBORHOOD CAPACITIES

Measure 21: Communication System

Core Concepts: The community partnership has a communication system that informs and educates the community-at-large about efforts to achieve the BSF core family and community results.

Score	Scale
5	The neighborhood's community-at-large is <u>informed and educated</u> about efforts to achieve the BSF core family and community results.
4	The community partnership <u>implements and assesses</u> strategies to inform and educate the community-at-large about efforts to achieve the BSF core family and community results.
3	The community partnership has a <u>plan</u> to inform and educate the community-at-large about efforts to achieve the BSF core family and community results.
2	<u>Most</u> community partnership members <u>understand</u> the <i>importance</i> of having a communication system to inform and educate the community-at-large about efforts to achieve the BSF core family and community results.
1	A <u>few</u> community partnership members <u>understand</u> the <i>importance</i> of having a communication system to inform and educate the community-at-large about efforts to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

ELEMENT SIX: BUILDING NEIGHBORHOOD CAPACITIES

Measure 22: Community Investments, Assets and Resources

Concept: The community partnership brings investments into the neighborhood and increases community assets and resources to enhance the quality of life for all children and families and to achieve the BSF core family and community results.

Score	Scale
5	The community has an extensive array of community assets and resources that enhance the quality of life for all neighborhood children and families.
4	The community partnership widely shares the quality of life scorecard with neighborhood leaders, organizations and other civic leaders and collaborates with a broader coalition to implement and assess strategies to increase community investments, assets and resources to achieve the BSF core family and community results.
3	The community partnership, along with a broader coalition, establishes a scorecard that assesses the quality of life regarding housing, employment, safety and other local conditions that impact the BSF core family and community results.
2	Most community partnership members understand the <i>importance</i> of bringing investments into the community and creating more community assets and resources to achieve the BSF core family and community results.
1	A few community partnership members understand the <i>importance</i> of bringing investments into the community and increasing community assets and resources to achieve the BSF core family and community results.

Individual Score #1 (Before Group Discussion)	Individual Score #2 (After Group Discussion)	Average Group Score (End of Group Discussion)

NOTES: What prompted you to give this score? Please write down key reasons, assumptions, criteria and/or evidence you are using for this score.

RESULTS-FOCUSED COMMUNITY PARTNERSHIPS: TALLY SHEET

ELEMENTS AND MEASURES	Individual	Individual	Group
	Round 1	Round 2	
Element 1: Keepers of the Vision			
1. Commitment to First 5 LA's Vision			
2. Using the BSF Framework			
3. A Comprehensive and Integrated Plan			
Element 1: Subtotal			
Average			
Element 2: Inclusive Governance			
4. Stakeholder Representation			
5. Demographic Diversity			
6. Strong Bylaws			
Element 2: Subtotal			
Average			
Element 3: Effective Collaboration			
7. Parent and Resident Leadership			
8. Stakeholder Participation			
9. Meaningful Collaboration			
Element 3: Subtotal			
Average			
Element 4: Data-Driven Learning, Decisions & Accountability			
10. Data-Driven Decisions & Accountability			
11. Appropriate Results, Indicators & Strategies			
12. Data Collection, Analysis & Learning			
Element 4: Subtotal			
Average			

ELEMENTS AND MEASURES	Individual	Individual	Group
	Round 1	Round 2	
Element 5: Resources & Sustainability			
13.Parent and Resident Leadership			
14.Stakeholder Participation			
15.Meaningful Collaboration			
16.Meaningful Collaboration			
17.Meaningful Collaboration			
Element 5: Subtotal			
Average			
Element 6: Building Neighborhood Capacities			
18.Neighborhood Resident Leadership			
19.Organizational Capacity			
20.Community Engagement & Mobilization			
21.Communication System			
22.Community Investments, Assets & Resources			
Element 6: Subtotal			
Average			
TOTAL SCORE			

MEANINGFUL COLLABORATION WORKSHEET

How do you know if your partnership is engaged in meaningful collaboration? The purpose of this worksheet is to help you roughly gauge the level of meaningful collaboration in the community partnership. These seven markers are typically used across collaborative capacity frameworks.

Review the following definition for each marker of meaningful collaboration. For each marker, we provide an example of the condition we are trying to avoid in the partnership. Review these definitions as you fill out the worksheet.

Concept Definition	Condition We Are Trying To Avoid
1. <u>Communication</u> : The extent to which information is available in ordinary language and accessible in a timely manner to all community partnership members.	Most information is available in complicated, technical language and is usually made accessible very late to most community partnership members.
2. <u>Transparency</u> : The extent to which the community partnership is clear about decision-making (who, what, when, how), and all members are given a fair opportunity to provide ideas and feedback on a project or a decision at an early stage.	The community partnership is obscure about decision-making, and most members are hardly ever asked to generate ideas or provide feedback on proposals until the very end of a process when a project or decision is already developed.
3. <u>Efficiency</u> : Refers to the extent to which the community partnership's planning processes, meetings and decision-making are clear and completed within a reasonable timeframe.	The community partnership's typical planning processes, meetings and decision-making are not clear and take an inordinate amount of time to complete and/or are not completed at all.
4. <u>Trust</u> : The extent to which community partnership members give each other the benefit of the doubt when working through typical and challenging situations.	Community partnership members continually question each other's intentions and/or believe that others are seeking to manipulate situations in their favor.
5. <u>Action-Learning</u> : The extent to which the community partnership exhibits a tendency of taking action and learning from this action on an ongoing basis.	Community partnership members talk all the time without taking action, or continually take action without pausing to learn from their actions.
6. <u>Results-Focused</u> : The extent to which the community partnership's activities are guided by a focus on achieving results.	The community partnership lacks an outcome-based framework to assess and guide its ongoing work to determine if they are making a difference in their community.
7. <u>Empowerment</u> : The extent to which community partnership members feel that their involvement is strengthening them (individually and collectively) and making a difference in their community.	Community partnership members feel weakened and uninspired (individually and collectively) and have no clear way of determining if their work is making a difference in their community.

MEANINGFUL COLLABORATION WORKSHEET

The reference point for the questionnaire is today. Add up the individual scores to get a total score and then calculate the average of your score.

Scale:	1. Very Poor	2. Poor	3. Somewhat Good	4. Good	5. Very Good
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How would you characterize...

Questions	Score
1. ...the <u>communication</u> in the community partnership?	
What prompted you to give this score?	
2. ...the <u>transparency</u> in the community partnership?	
What prompted you to give this score?	
3. ...the <u>efficiency</u> of the community partnership?	
What prompted you to give this score?	
4. ...the level of <u>trust</u> is there in the community partnership?	
What prompted you to give this score?	
5. ...the <u>action-learning</u> in community partnership?	
What prompted you to give this score?	
6. ...the community partnership's <u>focus on results</u> ?	
What prompted you to give this score?	
7. ...the community partnership members' <u>empowerment</u> experiences?	
What prompted you to give this score?	
Total Score	
Average Score	