Building Community Resilience

Toolkit Series Volume II

Strategies 2.0

Growing Knowledge and Networks for Professionals Working with Families

About the Authors

Our Vision

A world in which children are cherished, families are engaged and strengthened, and communities thrive.

Our Mission

Strategies 2.0 is a catalyst for the professional skills, organizational structure, and community relationships necessary to mitigate the risk factors for child abuse and neglect, and to promote child, family, and community well-being.

Strategies 2.0 is a partnership between The Child Abuse Prevention (CAP) Center, Children's Bureau of Southern California, and the San Diego State University Social Policy Institute (SDSU SPI). As a collaborative effort, Strategies 2.0 is committed to: (1) growing the capacity of the family and community strengthening field to deliver high-quality services; and (2) partnering with communities to transform the conditions in which families live.

Driven by our vision and mission, and in support of the strategic plan of the California Department of Social Services Office of Child Abuse Prevention (CDSS OCAP), the overarching purpose of Strategies 2.0 is to empower professional organizations and individuals in the field of family and community strengthening to help prevent child abuse and neglect as well as promote child, family, and community wellness. Strategies 2.0 recognizes that a strong field will leverage the knowledge, resources, and capacity needed to make a bigger impact.

With generous support from the CDSS OCAP, Strategies 2.0 is able to offer all services at no cost to the family and community strengthening field. These services include: training, consultation, peer learning, and other professional development opportunities both in-person and online. Strategies 2.0 services are designed to help grow the knowledge and networks for professionals working with families to mitigate the risk factors of child abuse and neglect in California.

Dear Partners,

The Office of Child Abuse Prevention (OCAP) is actively modeling the principles and practices found in the Building Community Resilience Toolkit Series. The OCAP has done this by investing in a collaboration of three non-profit organizations (instead of the traditional approach to fund one lead organization who in turn subcontracts to others) to strengthen the field via Strategies 2.0. The OCAP's leadership in this regard has made it possible to capitalize on the unique strengths of each partner while building on existing and expanded partnerships throughout the state.

Each of the non-profit partners in Strategies 2.0 are also leading innovative, groundbreaking work that models the fundamentals of building community resilience. To become a statewide seamless organization in the first place Strategies 2.0 partners did the work of building shared understanding, assessing and building readiness, developing cross-system partnerships and are working to sustain the effort going forward.

> **SDSU Social Policy Institute (SPI)** supports shared understanding by ensuring that the latest research and best practices are infused throughout Strategies 2.0's training, consulting, Learning Communities and publications.

> **Children's Bureau (CB) of Southern California** shows what is possible when cross-sector partners come together as demonstrated by the Magnolia Community Initiative, with over 100 collaborative partners that support primary prevention for 35,000 children and youth at the community level over a 5 mile/500 square block area in Los Angeles.

> **The Child Abuse Prevention Center (CAP Center)** demonstrates sustainability of key prevention efforts by growing Birth and Beyond, a collaborative of Family Resource Centers across 9 neighborhoods in Sacramento County for over 25 years. The CAP Center has operationalized a sustainability plan that tracks funding sources and identifies new or replacement resources as needed.

We hope that you will be inspired by what you read in the pages that follow and that you will work collaboratively with your local and regional partners to put the practices you find here to the test.

With optimism for a bright future,

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THE CHILD ABUSE PREVENTION CENTER
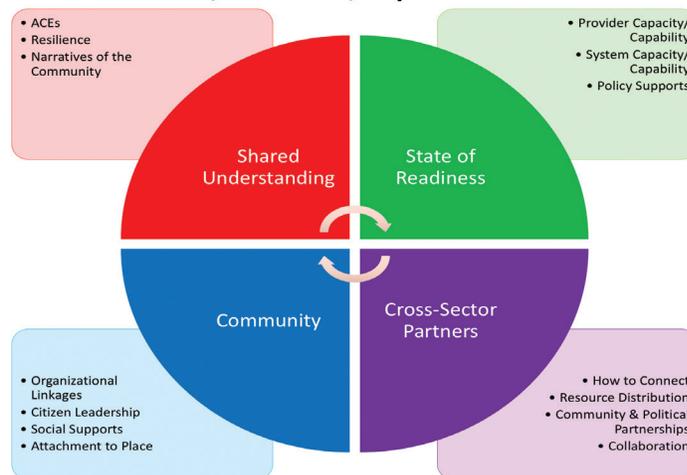
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The Building Community Resilience Toolkit Series

The Building Community Resilience (BCR) Toolkit Series was developed as part of an integrated learning system for California. It supports professional development for new and veteran frontline workers, supervisors, and administrators in the family and community strengthening field, as well as other child and family-serving partners.

All four volumes within the BCR Toolkit series are based on the Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience Model by Wendy Ellis and William Dietz (2017). The BCR Model is an innovative, transformative approach to foster collaboration in addressing the root causes of toxic stress and adversity in childhood by building community resilience. It is a circular process of assessment, readiness, implementation, and sustainability (Ellis & Dietz, 2017), as illustrated here.

There are four toolkits in the series. Each volume of the Building Community Resilience Toolkit focuses on a different part of the process and provides in-depth tools and resources to promote organizational effectiveness in addressing barriers while strengthening existing assets that contribute to health and well-being outcomes of children, families and communities. Note that Volume I provides definitions of key concepts and also a listing of sources that are referred to throughout the series. This volume and each subsequent volume to follow will add new key concept definitions and new resources to the list of citations.

Building Community Resilience:
Process of Assessment, Readiness, Implementation & Sustainability

- ACEs
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- Provider Capacity/ Capability
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State of Readiness

Community

- Organizational Linkages
- Citizen Leadership
- Social Supports
- Attachment to Place

Cross-Sector Partners

- How to Connect
- Resource Distribution
- Community & Political Partnerships
- Collaboration

Ellis, W., Dietz, W. (2017) A New Framework for Addressing Adverse Childhood and Community Experiences: The Building Community Resilience (BCR) Model. Academic Pediatrics. 17 (2017) pp. S86-S93. DOI information: 10.1016/j.acap.2016.12.011

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Suggestions for Use of Volume II

Each volume of the Building Community Resilience Toolkit series was developed as a step-by-step guide for the user to bring their own strengths, experience and specific needs to the table. Each volume is a starting place for discussion and collaborative action. The suggested process and tools provided may be adapted as needed.

It is suggested that users:

1   Briefly review the entire volume to gain a sense of topics and tools included;

2   Read through in detail, adding to your existing knowledge base to gain a sense of the importance of readiness;

3   Make note of provider and system capacities and capabilities, and where policy support is needed;

4   Provide structured discussion opportunities for all staff and partners to consider the importance of readiness and the commitment necessary for meaningful action;

5   Review the tools and determine which are the best fit for your organization's current needs;

6   Try out the tools as provided, adapting where needed for a better fit with your organization;

7   Take the initiative to assess and build readiness by discussing with colleagues and/or others to spark.

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The Four Volumes At-A-Glance

Volume I

Shared Understanding: Working Together to Build Community Resilience

The first volume lays a foundation for the work by fully defining "The Pair of ACEs" and what is needed to address them. It also provides a succinct description of the core concepts of the BCR Model as well as tools to: (1) assess understanding of organizational and community factors related to building community resilience; and (2) to build a shared understanding of these factors through collaborative learning, both within the family and community strengthening organization and the communities they serve.

Volume II

State of Readiness: System and Provider Abilities to Respond

This second volume describes the organizational capacity needed for a shared approach to building community resilience within an organization or network. The tools in this volume will assist organizations in: (1) building a logic model to focus the work; (2) assessing their level of readiness to implement BCR efforts; and (3) identifying the steps needed to increase readiness for building community resilience based on assessment results.

Volume III

Cross-Sector Partners: Connecting and Collaborating

The third toolkit provides an in-depth exploration of the importance of cross-sector partners in building community resilience. The tools will guide organizations in engaging, expanding, and strengthening cross-sector partnerships.

Volume IV

Sustaining Community Resilience

The final toolkit offers a pathway towards sustaining community resilience with tools to explore components of community resilience including: information and communication, community competence, social capital, economic development, and resident leadership training.

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State of Readiness: System and Provider Abilities to Respond and Build Supports

Volume Two builds on the foundation of shared information cultivated by Volume One. By using the three tools identified in Volume One, organizations and communities will have created shared understanding, allowing for the identification of areas of greatest need and impact in which to grow the potential for resilience. Moving forward, community-level change necessitates common understanding, agreement, and alignment of issues to be discussed, as well as collaboration with partners to build momentum for the change effort. Ideally, the three tools in Volume One have launched shared understanding and discussion among cross-sector collaborative partners to establish assets and strengths, areas of greatest need, short-term and long-term priorities, organizational leadership, and systems framework. The information and diverse perspectives shared in that process provides the foundation to assess for readiness of an organization to make desired change.

In terms of building community resilience, it is important to adopt a multi-level perspective of readiness that considers individual beliefs and attitudes, community knowledge and efforts, available resources, and leadership capacity.

Purpose of Readiness

Readiness is a fundamental precursor to any kind of change. Whether at the individual, organizational, or community level, it is important to consider the different factors that contribute to readiness. No matter how well planned, change efforts without preparation and readiness are not likely to be successful or sustainable. Readiness is a useful way to understand the capacity of a system to implement the kind of changes that strengthen families and communities to improve well-being. When system, provider and key community leaders come together to assess their readiness, they develop increased trust, understanding and alignment on how to achieve their shared goals.

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A key component of readiness is the definition of the problem or issue of focus; community members must share awareness and understanding of the issue and the need for change.

The available literature dedicated to the concept of readiness and its assessment is substantial. In terms of building community resilience, it is important to adopt a multi-level perspective of readiness that considers individual beliefs and attitudes, community knowledge and efforts, available resources, and leadership capacity (Rafferty, Jimmieson, & Armenakis, 2013). Readiness is defined as the degree to which the people involved are individually and collectively primed, motivated, and technically capable of executing change (Hold, Helfrich, Hall, & Weiner, 2010). It points to the ability of a system to navigate and implement change to successfully address community problems, enhance community resilience, build supportive relationships that will further facilitate organizational progress and improve well-being of community members.

Readiness encompasses structural and social factors of an organization or community, including:

- Individuals' knowledge and perceptions, shared with other community members,
- Availability and accessibility of resources,
- Decision-making and information-sharing processes,
- Trust in leadership, and
- Involvement of stakeholders.

Importance of Readiness

Without proper attention to the state of readiness of a community or organization, it is likely that any significant effort to move towards change will be ineffective. A key component of readiness is the definition of the problem or issue of focus; community members must share awareness and understanding of the issue and the need for change. *Shared Understanding*, the focus of the previous Volume I, is a necessary antecedent to community readiness because it engages open communication, allows for cross-sector collaboration, and elicits the active involvement of key stakeholders. Readiness depends on adequate contextual information, continued involvement of key players, and ongoing process of reflection and data collection (Bhuiya, House, Desmarais, Fletcher, Conlin, Perez-Mcadoo, Waggett, & Tendulkar, 2017). Whether the change occurs in the area of policy, program, or practice, readiness is an important part of the planning process, ensuring that resources are targeted and desired outcomes are sustainable.
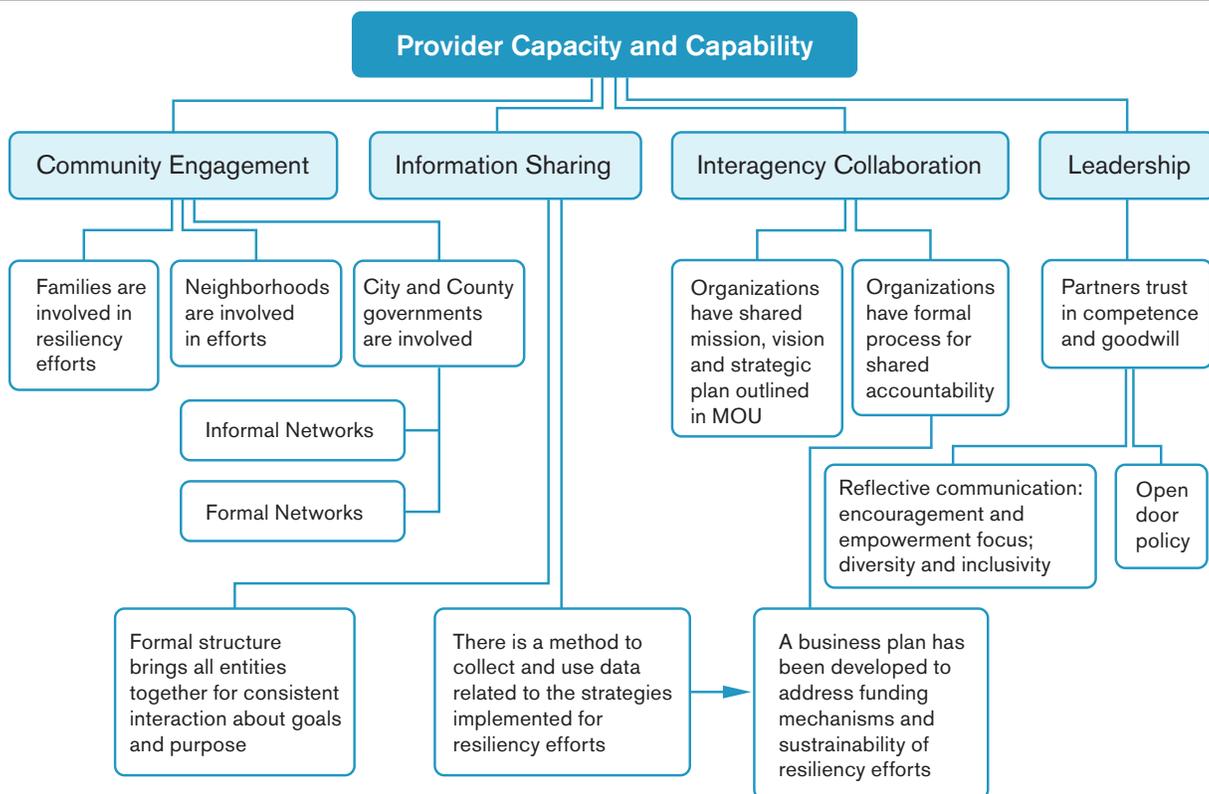
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Assessing for Readiness

Assessing for readiness involves a systematic framework to identify opportunities, resources and potential barriers impacting the community. The readiness assessments in this volume assist with the evaluation of system and provider capability and capacity, as well as the underlying policy supports. This begins to paint a clear organizational picture of how infrastructure, system supports, and internal and external activities and resources intersect to provide for the needs of the community. Before assessing for readiness, however, it is important to list and explore these characteristics to develop a theory of change that will guide the assessment. There is often high variability in individual, organizational, and community factors, so a theory of change helps to frame and focus readiness assessments appropriately (Chilenski, Greenberg, & Feinberg, 2007). The theory of change becomes a living document that community leaders and members may use to guide implementation efforts for achieving shared goals.

Readiness in Community-Based Organizations

In order for community change efforts to increase community resilience and decrease adverse childhood experiences within the community, the leadership must actively engage, inform and have ongoing dialogue with key system providers and community stakeholders. Such engagement can occur within an agency with different staff levels and perspectives or among multi-sector stakeholders that represent the diversity in the community. This engagement fosters shared understanding of the historical and current circumstances, as well as the consensus necessary to increase readiness and the public will for change. There are many factors in community and family strengthening models. Thus, the theory of change needs to consider aspects of each of these factors to allow the assessment of readiness and to understand the priority areas that need improvement. Building the capacity of coalitions within the community with targeted training and technical assistance increases the state of readiness of the community, leading to better community outcomes and facilitating community-level change (Anderson-Carpenter, Watson-Thompson, Jones, & Chaney, 2017).

Enhancing readiness within these models effectively ensures that providers are able to meet the needs of the community and adapt to changes in environmental conditions. Building community resilience depends on the capacity of change agents to engage key community stakeholders, increase collective efficacy, have trust and accountability among those involved, a willingness to collaborate, and to increase human and social capital in order to achieve the shared vision. Key aspects of provider capability and capacity are illustrated on page 11:

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                    ┌─────────────────────────────────┐
                    │  Provider Capacity and Capability │
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Community Engagement	Information Sharing	Interagency Collaboration	Leadership

Families are involved in resiliency efforts	Neighborhoods are involved in efforts	City and County governments are involved		Organizations have shared mission, vision and strategic plan outlined in MOU	Organizations have formal process for shared accountability	Partners trust in competence and goodwill

Informal Networks

Formal Networks

Reflective communication: encouragement and empowerment focus; diversity and inclusivity

Open door policy

Formal structure brings all entities together for consistent interaction about goals and purpose	There is a method to collect and use data related to the strategies implemented for resiliency efforts	A business plan has been developed to address funding mechanisms and sustrainability of resiliency efforts

Overview of the BCR Readiness Tools

The tools provided in the following pages will assist organizations to understand, assess, and build readiness to enhance community resilience.

> **These sequential tools will:**
> - frame shared understanding in terms of stages of change
> - build a logic model to focus change and readiness efforts; and
> - provide a customizable readiness assessment to evaluate community readiness for change.

Tool 1: Moving from Shared Understanding to Readiness Discussion Guide

This tool links the work on shared understanding that was covered in the Building Community Resilience Toolkit Series, Volume 1 to the current focus, readiness for change. It helps partners to reflect on the data and information previously collected.

Tool 2: Readiness to Initiate the Work of Building Community Resilience

The second tool in this volume is based on the Transtheoretical Stages of Change Model developed by psychologists James Prochaska and Carlo DiClemente. First developed during a study of smoking behavior and then applied to multiple theoretical disciplines, this model offers an accessible way to conceptualize and plan the change process. Prochaska and DeClemente's model was adapted by Strategies 2.0 as a tool to support the work of building community resilience (BCR) in response to adverse childhood experiences and adverse community environments (The Pair of ACEs).

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This model describes change as a process that takes time; holds that increased readiness and motivation for change takes place in predictable stages; and that by tailoring the sequence of planned activities to match the stage of change, individuals will be more successful in building community resilience.

There are five stages in this change model. The *Precontemplation* stage is the starting point, during which there is no intention to change. Communities in this stage may not have the buy-in or resources to successfully move forward. The second stage is *Contemplation* in which communities are aware of the need to change but are not convinced that the benefits of changing outweighs those of staying the same. The third stage is *Preparation*, which shows evidence of commitment and intention to act. Small steps are taken towards building resilience. The fourth stage is *Action*. Communities in this stage are taking purposeful steps to build resilience by implementing specific procedures. The fifth stage is *Maintenance* during which communities are continuously committed to ensuring the change they have built remains intact.

These traditional stages of change parallel the research literature on what it takes to build community resilience. While we retain the research names in the tool itself, the diagram that follows illustrates how these stages translate into the BCR work.

Stages of Community Change™

ENGAGE	DECIDE	PREPARE	IMPLEMENT	SUSTAIN
1	2	3	4	5

Stage One	Stage Two	Stage Three	Stage Four	Stage Five
Identify and meet with key stakeholders and community members, and anyone else who needs to be "at the table".	Assess and create sense of urgency to build resilience	Select stewardship work group members	Create a "kickoff" event	Celebrate progress as appropriate among groups and in community
Name early champions	Determine the focus of the initiative, e.g., outcomes, operations, policy change or conditions	Ensure leadership and group represent diversity in community	Stewardship group monitors initial action steps (30 days)	Identify and document the reasons for positive results in order to understand sustainability and growth
Ensure adequate representation of the diversity of the community	Develop shared goals, values, roles, and responsibilities	Define goals, strategies, action steps, and tactics with key performance indicators	Prepare a calendar of activities and meetings	Determine differences in policy, program, workforce practice, or people
Begin to assess points of consensus and contention	Assess for sufficient trust and history of relationship	Review relevant data, determine what data will be collected	Collect and analyze key performance indicators regularly	Identify strategic approaches to ensure change is institutionalized in system
	Establish governance and decision-making approach	Increase social capital among stakeholders	Develop course corrections based on data	
			Implement internal communications plan	

Hornberger, S.D, Effertz, S., and Clarke, L.S., SDSU Social Policy Institute, 2019

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Tool 3: BCR Logic Model/Theory of Change

The theory of change, when used as a collaborative process, is a useful tool by which community leaders engage with members and other stakeholders to share information to develop a clear understanding of the many factors - opinions, skills, and beliefs inherent in the community (drawn from Shared Understanding Tools, Volume I) - that will influence readiness. Essentially, the theory of change is a logic model shared with all stakeholders to provide a framework for the change efforts. The purpose of the theory of change is to describe with words and directional images the intended route of change, as well as what must be invested (resources), what kinds of activities are planned, and what is anticipated to happen as a result.

Examples or templates to aid in constructing a logic model may be found through various resources, including the Logic Model Development Guide created by the W.K. Kellogg Foundation, which offers a step by step process and templates for those aiming to build their model from the ground up. It can be found at: https://www.aacu.org/sites/default/files/LogicModel.pdf

For communities and networks just starting out, we recommend the FRIENDS National Resource Center Evaluation Toolkit as it provides a user-friendly logic model builder that will support your community in creating actionable steps to build community resilience. Users can enter known elements and are offered actions steps, goals, and measures to consider for inclusion. The Logic Model Builder is a collaborative effort between the FRIENDS National Resource Center for Community-Based Child Abuse Prevention and the Child Welfare Information Gateway. It can be found at: https://friendsnrc.org/evaluation-toolkit/logic-model-builder

A theory of change leads us to think about three basic questions:
- Where are we now?
- Where do we want to go?
- How do we get from here to there?

To help address these questions, Strategies 2.0 employs the framework represented in BCR Readiness Tool #3 (see page 20) to help guide teams and collaborations in laying out the tasks of their planning process for building community resilience. This is distilled from our shared experience with approaches such as Results-Based Accountability and Collective Impact, and these are generically-framed steps that can apply to a variety of approaches.

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Though the steps outlined may play out in a slightly different order and sometimes circle back in an iterative process, a systematic approach would start with where we are now, envision the product of eventual success (or vision), then work back from that goal to think through what it will take to get there. It helps our planning efforts by systematically thinking through the following steps:

"...SO THAT..."

| What we're doing now | → | What we need to do differently | → | What it will take to bring about change | → | Conditions for our Vision | → | VISION |

An important link for ensuring the logic and validity of the steps is the "…so that..." test. Do your ideas for each step have a logical and/or research/experience-based causal connection to the next step in the chart, so that it makes sense when joined with the phrase, "…so that…"? Creating a Theory of Change will support your development of an aligned Action Plan for Building Community Resilience.

Tool 4: BCR Readiness Assessment Inventory
The final tool to assess and build readiness examines organizational attributes across three integral domains: (1) Provider capability and capacity; (2) System capability and capacity; and (3) Policy supports. Capability may be thought of as a general measure of an organization's ability or potential to achieve its goals and objectives. Capacity has to do with bandwidth—whether the organization has enough of the critical elements to effectively build community resilience.

Evaluating provider and system capability and capacity must include rethinking current policies to better support strategies that recruit local resources to enhance equity and community buy-in. A key need is to develop and promote policies that can build upon, support, and codify these emerging strategies, especially at the state and local levels where there are significant opportunities to enact progressive community resilience building policies.

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Tools for Assessing Readiness At-A-Glance

There are many tools available that are specifically designed to help assess readiness. The following are a good starting place to begin planning for readiness assessment among those in your organization or network. Use these tools together to better understand the current level of commitment and motivation to initiate and sustain the work of building community resilience. These tools can be used to transform shared understanding into community readiness for change, enhancing your community's capacity to build resilience.

Tool One

Using Shared Understanding to Inform Readiness

1

Links the work on Shared Understanding from Volume I to Readiness for Change.

Tool Two

Stages of Readiness for BCR

2

Uses familiar Stages of Change model to identify ways to build momentum for change.

Tool Three

BCR Logic Model/Theory of Change

3

Provides a framework for the intended route of change, resources needed, required activities, anticipated outcomes.

Tool Four

BCR Readiness Assessment Inventory

4

Inventory of provider capability and capacity, system capability and capacity, and policy supports.

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TOOL 1

Moving from Shared Understanding to Readiness Discussion Guide

Review the tools you completed as part of your work using BCR Volume One, and reflect on the following:

Vol I/Tool 1: Organizational Perceptions

1. What have you identified as an area(s) with the greatest potential for impact and influence?
2. What assets and strengths contribute to making impact in the identified areas?

Vol I/Tool 2: Community Priorities

1. Relevant to the areas with greatest potential for impact, what priorities have been identified?
2. What criteria was used to identify priorities? For instance, is there compelling data to make a case, is there synergy and momentum already developed around specific issues, is there a priority in which "systems thinking" has already been applied?

Vol I/Tool 3: Community Narratives of Need

1. What have you learned from community conversations with entities that represent the various subsystems of the community or target group in which you are aiming to make change?

A summary of the information gleaned from the three tools of Volume One forms the foundation for assessing readiness to make desired change and build community resilience. Especially valuable are local statistics that easily convey need for change and prompt collaborative effort to tackle the priority issues identified.

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TOOL 2

Stages of Readiness for BCR

Determine readiness by scaling variables of the change process using Prochaska and DiClemente's Transtheoretical Stages of Change Model (1983). Work with partners to assess current engagement and readiness for change, as well as target population readiness for change.

Step 1: Check the box corresponding to the stage of change your organization or network most identifies, for each of the following "change ingredients."

Step 2: Discuss where you are and where you want to go next based on the information provided below.

Stage of Change	What it Means	Options for What to Do Next
Precontemplation	If your community is mostly in this stage, you may not have the buy-in or resources to successfully move forward.	The recommendation is to reassess your community's commitment to change and further engage in building a shared understanding of the issue and possible solutions. (See BCR Volume One.) Evaluate your current environment to find champions and resources appropriate to building community resilience.
Contemplation	If your community is mostly in this stage, it does not yet fully understand the benefits of change, so more work is needed to identify the potential.	During a collaborative meeting, map out the pros and cons of staying the same (not adding goals and activities related to building community resilience) compared to engaging in intentional work to build community resilience. This process can help to identify sticking points.
Preparation	If your community is in the preparation stage, there is intentional and purposeful action to get ready to make change happen. Resources are committed (but not yet being utilized) to building community resilience.	The actions that take place in this stage are necessary but not sufficient for meaningful and sustainable change, as they build readiness, but do not address community transformation directly. Make sure your preparation is purposeful in getting you ready for the next step, and not confused with the target actions themselves.
Action	Your community is in the action stage, your action plan for building community resilience is actively being implemented and change is measurable.	Carry on the good work you are doing. Look at the data and use it to make course corrections or to inform next steps.
Maintenance	If your community is in maintenance, you have been successful in building community resilience.	If your community is in maintenance, schedule regular meetings to discuss any potential actions that will either support and maintain the change or course-correct to enhance future progress.

Stages Of Change

Change Ingredient:	Precontemplation	Contemplation	Preparation	Action	Maintenance
Shared understanding of core concepts of BCR	Lack of awareness or commitment to core concepts of BCR	Deciding if this is the best approach for the community and if so how	Steps are being taken to begin to build shared understanding	Shared understanding of BCR is being actively built with the community	Refreshers take place to retain a high level of shared understanding
Partners believe positive change can happen	Have a few partners interested but not everyone shares the same common belief	Partners are open to new ideas to BCR	Community meetings are taking place and shared beliefs are being consolidated to move forward	Partners are actively engaged in meetings and common belief is shared	Partners are meeting on a regular basis to continue or strengthen the work of BCR
Strong, committed leadership	There is no clear commitment to BCR in leadership	Leaders are beginning to mobilize and commit to BCR	Resources have been allocated to support building community resilience	Leadership is attending meetings and commitment to BCR is visible and tangible	Commitment is ongoing and resources are allocated to support BCR
Clear roles and responsibilities for fostering change	Roles unknown and unclear	Exploration of what the roles should be to foster change is taking place	A plan is being developed and the role descriptions are being revisited to ensure appropriate fit	All parties are clear on their respective role and responsibilities and take action accordingly	Action on role clarity is ongoing and continues to be re-evaluated as progress is made

TOOL 3

BCR Logic Model/Theory of Change

Use the template provided on page 20 to build a Theory of Change for your community. Start with establishing your vision (step 1) in the column to the very right. Then go to the left and follow the steps 2 – 5. Please note that each of these steps are interrelated and below each header on the template you find an example for each one.

1. Vision (where we want to go): Insert (or adapt) your shared vision for BCR. This can be adjusted for different levels of planning—from broad, community change for shared vision (e.g., "A resilient community where children and families are supported with a healthy context for wellness"), to something more narrow, such as a planning outcome or sub-goal toward a larger vision (e.g., "A community that is building resilience by...").
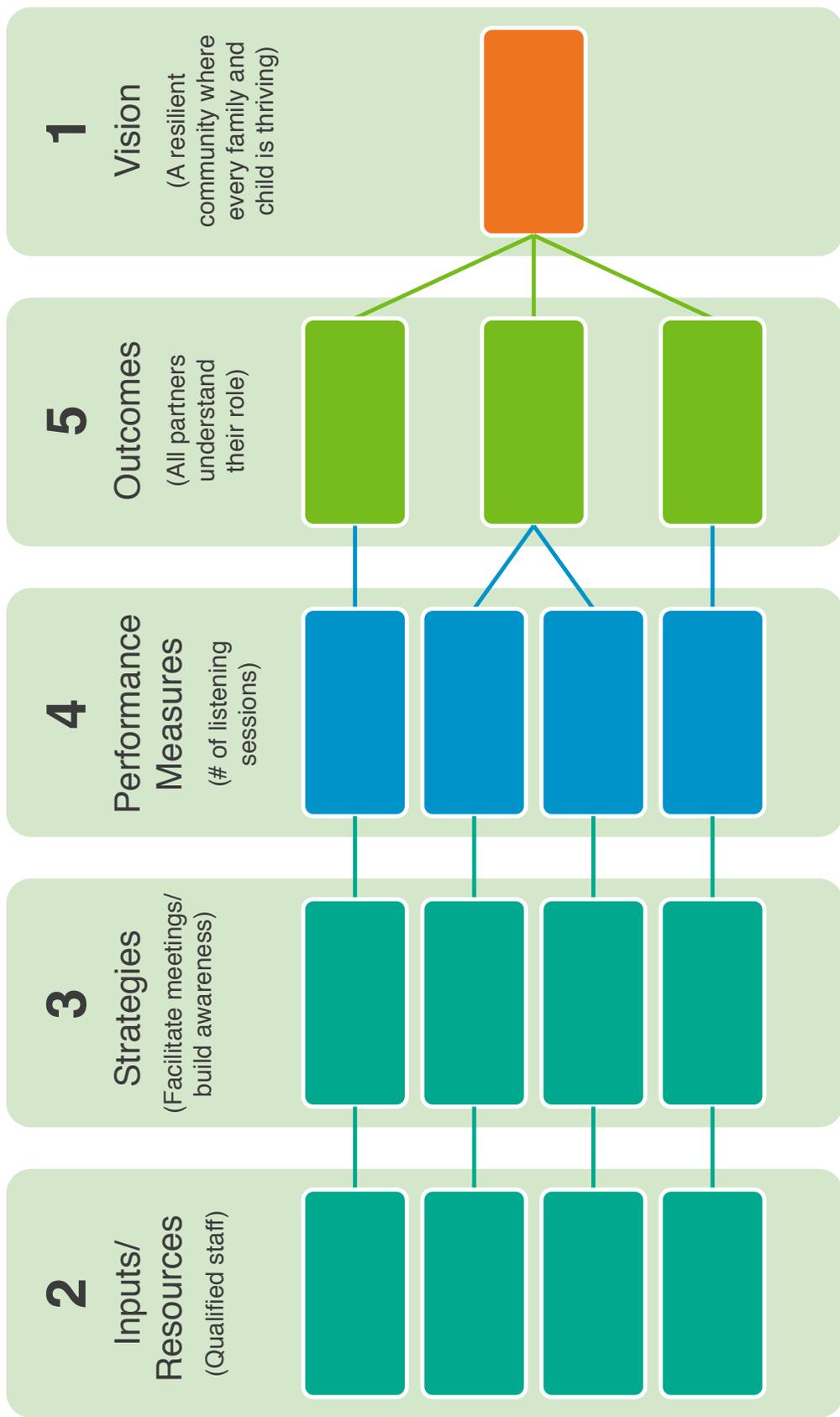
2. Inputs/Resources (what we will need to invest): Think through and record what it will take to implement your strategies and planned activities (i.e., staff, partners, meeting space, etc.).

3. Strategies/Activities: What will it take to bring about change? What must you do to build BCR? Think through the effort that will be required to bring about the needed conditions. If we aren't yet doing "what it will take," or not enough of it, what community resilience building do we need to do more of or differently?

4. Performance Measures: How will we track and monitor change? How can we use data we collect to strengthen community resilience?

5. Outcomes: What will be different for your community and the residents of your community?

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THEORY OF CHANGE

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1
Vision
(A resilient community where every family and child is thriving)

5
Outcomes
(All partners understand their role)

4
Performance Measures
(# of listening sessions)

3
Strategies
(Facilitate meetings/ build awareness)

2
Inputs/ Resources
(Qualified staff)

TOOL 4

BCR Readiness Assessment Inventory

Step 1

The following chart (page 22) lists readiness attributes in each domain of readiness. Take time with your partners to review each attribute and its variables and rate the extent to which it is in place, using the rating key that follows. In the space provided, make note of any strengths or areas for further focus you detect.

Step 2

For any attributes that are absent, or not established as strongly as you feel is necessary, ask:

Is it an essential component for your context? If so, how can you build it in?

For any attribute that is emerging, ask:

How can this attribute be strengthened?

For any attribute that is established, ask:

How can this attribute be maintained or enhanced? (Keep in mind that readiness attributes may be shared across domains, as this is a fluid and dynamic process.)

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BCR Readiness Assessment Inventory

Domain	Readiness Attributes	Rating			Notes/Resources
		0	1	2	
Provider Capacity and Capability	Comprehensive and consistent information sharing and exchange • Established best practices for sharing information • Information sharing is not duplicative or inefficient • Meetings (in-person, virtual, telephonic) are regularly coordinated				
	Trust in management/supervisors • Leaders have an open door policy • Leaders practice reflective, supportive communication • Interactions focus on encouragement and empowerment • Organizational culture is inclusive and diverse • Staff and partners have opportunities for involvement in discussions and decisions				
	Clearly articulated mission and vision statements include building community resilience • Shared awareness of and commitment to these statements				
	Organization/Partners have committed adequate time and resources to the task of building community resilience				
System Capacity and Capability	There are pre-existing system coalitions • Length of time partners have been working together • History of success, effectiveness, flexibility, openness to new goals/tasks				

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BCR Readiness Scale Rating Key	0 Absent or missing	1 Emerging	2 Established

BCR Readiness Assessment Inventory

Domain	Readiness Attributes	Rating 0	Rating 1	Rating 2	Notes/Resources
System Capacity and Capability (continued from page 22)	High degree of interaction with community • Involvement recruited from all parts of community • Community members are encouraged to actively participate				
	Countywide Prevention Plan • A comprehensive needs assessment has been conducted • Time and resources are built in for continuous quality improvement and evaluation efforts				
Policy Supports	Partners have a positive working relationship with local (city/county) governance body (i.e., Board of Supervisors, City Council, etc.) • The organization has a consistent presence and gives input (public statement) at regularly scheduled meetings • Public Meetings conform to the Brown Act and are publicized in advance and open to the public				
	Leadership training on civic engagement is available for residents who wish to participate in and/or influence policy				
	Existing policies support key requirements of BCR, including: • Data linkage and information sharing • Open public meetings • Means for Continuous Quality Improvement				
	Existing policies do not contradict key tenants of BCR, for example: • Safety support • Controlled zoning for alcohol and firearm businesses • Land use development • Housing • Child Care				

BCR Readiness Scale Rating Key	0 Absent or missing	1 Emerging	2 Established	Strategies 2.0

Looking Ahead: Cross-Sector Partners

Readiness to Build Community Resilience offers key system partners, providers and community stakeholders the opportunity not only to address adverse childhood experiences and its consequences on families, but also to identify, prioritize and collaborate on the root causes of adverse community environments. Readiness demonstrates that partners are committed to the effort, have developed shared goals, objectives and action steps and have identified the resources needed to achieve the desired change(s).

Using this toolkit to develop a state of readiness among partners involved, it is now time to move forward and implement your action plan. Volume III will help you identify, engage and align with diverse multi-sector partners needed for success, and provide tools that support high-performance partnerships, including resource development.

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State of Readiness Key Concepts

Readiness
The degree to which the people involved are individually and collectively primed, motivated, and technically capable of executing change (Hold, Helfrich, Hall, & Weiner, 2010).

Theory of Change
 A useful tool by which community leaders may engage with members and other stakeholders to share information to develop a clear understanding of the many factors – opinions, skills, and beliefs inherent in the community, resources – that are needed to initiate and sustain change efforts.

Transtheoretical Stages of Change
A model developed by psychologists James Prochaska and Carlo DiClemente that describes change as a process that takes time; holds that increased readiness and motivation for change takes place in predictable stages; and that by tailoring the sequence of planned activities to match the stage of change, you will be more successful in building community resilience.

Provider and System Capability
A general measure of provider organization's and/or public partner's ("system") ability or potential to achieve its goals and objectives.

Provider and System Capacity
A measure, similar to bandwidth, of whether the organization has enough of the critical elements to effectively build community resilience.

Policy Supports
A deliberate and carefully chosen set of actions that are intended to protect the public interest and to address pressing public concerns. At its core, policy development involves the identification of a desired objective and the formulation of the most effective and practical route(s) to attain that goal.

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