

Three Bold Steps Toolkit: Capacity Framework

INTRODUCTION

This framework was originally designed for Safe Schools/Healthy Students (SS/HS) communities to guide them as they took the Three Bold Steps: developing partnerships, implementing evidence-based programming, and using data to guide implementation and sustainability. It has been revised for use by communities working on any of the Three Bold Steps and can be useful at any point in a coalition or partnership's development. Reviewing this framework can support communities to assess their progress and to imagine and plan for their next steps.

The framework uses nine functional **domains**: professional development, communications and marketing, cultural competence, evaluation, finance, implementation of programs/activities, leadership and partnership, systems change and sustainability, and strategic planning. Each domain is broken down into **best practices**, which are the methods, processes, or activities that contribute to achieving positive outcomes in that domain. Within the best practices are **benchmarks**, which are measurable indicators of progress towards that best practice, and provide descriptions of how each best practice looks during the **start-up, implementation, and full operation phases**.

For convenience, the term '**community leaders**' is used throughout to refer to members of a coalition, collaborative, task force or other group working together and connecting different agencies, programs and services within a community. Agencies, programs or individuals that are part of such groups are referred to as '**partners**'. '**Coalition**' is used to refer to the working group of community leaders.

DOMAINS AND BEST PRACTICES FOR the THREE BOLD STEPS

Domain 1: Professional Development

Best Practices

- [1a] Community leaders plan their staff's professional development to support partnership and collaboration, selecting and implementing evidence based programs (EBPs), and data driven decision making
- [1b] A professional development system has been implemented to build these capacities within and across partners

Domain 2: Communications and Marketing

Best Practices

- [2a] Communications strategies have been incorporated into a comprehensive plan to build internal and external support for partners' programs and services
- [2b] A communications plan that focuses on program sustainability has been developed collaboratively by community leaders

Domain 3: Cultural Competence

Best Practices

- [3a] The partners' approaches and/or strategies are culturally responsive
- [3b] The partners' engagement strategies demonstrate cultural and linguistic responsiveness to all cultures in the community
- [3c] The partners' services, activities, and interventions are appropriate, accessible, and demonstrate cultural and linguistic responsiveness to all community members

Domain 4: Evaluation

Best Practices

- [4a] Evaluation plans reflect the partners' goals, objectives, and activities
- [4b] Data assessing program implementation and program outcomes are collected and appropriately analyzed
- [4c] The data collection process is well managed, and continuously monitored and assessed
- [4d] Evaluation findings are clearly and appropriately communicated to all relevant audiences
- [4e] Evaluation findings are used by community leaders to inform and improve program strategies, activities, and policies
- [4f] Evaluation findings are used by community leaders to sustain effective program strategies, activities, and policies

Domain 5: Finance

Best Practices

- [5a] Fiscal management practices are in place, including internal controls and procurement procedures that meet community leaders' and partners' standards
- [5b] Multiple sustainability strategies have been developed and responsibility has been shared across partners to enhance financial sustainability

Domain 6: Implementation of Programs/Activities

Best Practices

- [6a] Community leaders have considered how program activities, selection of evidence-based programs (EBP) and activities fit with the community's needs
- [6b] An infrastructure to support implementation of program activities has been developed and put in place
- [6c] EBPs are implemented with as great a degree of fidelity as possible

Domain 7: Leadership and Partnership

Best Practices

- [7a] Management structures and roles are clearly defined and are operational
- [7b] Partner organizations provide adequate supervision, including attention to accountability and quality control of the services delivered
- [7c] The frequency of meetings for the coalition and structures for communication have been established
- [7d] Management tools (e.g., a logic model, other planning tools) are used to keep the coalition on track
- [7e] Collaborative decision making is the norm for the coalition
- [7f] The partners share responsibility for achieving the coalition's goals and understand that partners have different levels of responsibility
- [7g] Partners engage a broad spectrum of the community in the coalition

Domain 8: Systems Change and Sustainability

Best Practices

- [8a] Community leaders work collaboratively to coordinate services and programs to improve outcomes for the target population
- [8b] Partner's policies relevant to the coalition's goals have been reviewed, revised (as necessary), and implemented
- [8c] Community leaders work collaboratively to inform and educate local and state policymakers about the coalition
- [8d] An infrastructure to support the sustainability of coalition activities has been developed
- [8e] A plan has been developed for sustaining evaluation processes and information sharing across partner systems

Domain 9: Strategic Planning

Best Practices

- [9a] There is a strategic plan for the coalition that includes vision, mission, goals, objectives, activities, outcomes, and timelines
- [9b] Strategic planning is guided by an assessment of the target audience’s needs and the environment and by data-driven continuous quality improvement processes
- [9c] The strategic plan is periodically reviewed and revised by the coalition
- [9d] The coalition’s goals are embedded into other long-term plans in the community, (e.g., the coalition is integrated with school and community task forces and programs)

Date Completed:
Community:
City/State:
Completed by:

DOMAINS, BEST PRACTICES and BENCHMARKS for the THREE BOLD STEPS

Domain 1: Professional Development

[Best Practice 1a] Community leaders plan their staff's professional development to support partnership and collaboration, selecting and implementing evidence based programs (EBPs), and data-driven decision making

Start Up Benchmarks

- An assessment of partners' skills and readiness for training is being developed
- A professional development plan, related to the coalition's activities, is being developed
- A strategy for recruiting trainers, coaches, and mentors is developed that incorporates adapting teaching, coaching, and mentoring methods to staff learning styles and needs
- A coalition-wide strategy encouraging participant buy-in for professional development is considered prior to conducting trainings.
- Partners offer refresher training annually.

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners have completed any initial training needed to implement services and activities
- Follow-up is completed after training
- A strategy is implemented to recruit trainers, deliver training, and ensure participation by partners
- Training of trainers models are used for EBPs

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- There is a calendar for training and training refreshers
- Orientation materials are provided to promote fidelity of program implementation
- Orientation materials are developed based on the most effective means of communicating information to the target audience
- Training is evaluated to assess participants' knowledge and skills
- Partners follow and regularly review and revise the professional development plan
- Cultural and linguistic competence (CLC) issues are built into all professional development opportunities
- Partners work to sustain coaching and mentoring activities
- Natural opportunities for cross-training are utilized; training addresses program sustainability beyond the use of training-of-trainers models
- Partners use cross-training to enhance collaboration

Check here if this level of activity most closely resembles your community

[Best Practice 1b] A professional development system has been implemented to build capacities within and across partners

Start Up Benchmarks

- Partners recognize the need for professional development.

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners have mapped out a coalition-wide professional development plan

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Cultural and linguistic responsiveness is built into all professional development
- Partners work to sustain coaching and mentoring activities
- Community leaders follow and regularly review and revise the professional development plan for staff
- Natural opportunities for cross-training are utilized; training addresses program sustainability beyond the use of training-of-trainers models
- Community leaders use cross-training to enhance collaboration with partners

Check here if this level of activity most closely resembles your community

Domain 2: Communications and Marketing

[Best Practice 2a] Communication strategies have been incorporated into a comprehensive plan to build internal and external support for partners' programs and services

Start Up Benchmarks

- An announcement of the coalition has been made to the community
- Potential partners have been identified and informed about initial goals
- Community leaders organize initial meetings with partners
- A communications subcommittee is formed

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Communications goals have been developed and linked to program goals
- Key audiences have been identified for external and internal communications
- A communications message has been developed, reflecting the coalition's mission, vision, and goals and articulating two or three key points
- Community leaders have begun to engage key audiences (e.g., partners, school/district leaders, legislators, parents) through communications materials and formal/informal outreach
- Communication efforts take into consideration the cultural makeup of the community

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Community leaders have established channels for communicating messages to key audiences (e.g., media outlets, websites, presentations) and regularly carry out a range of communication strategies
- Community leaders have produced a set of materials that communicate the mission, vision, and goals of the coalition (e.g., fact sheets, websites, presentations)
- The progress and effectiveness of communications efforts are regularly discussed at coalition meetings
- The communication plan is updated as needed
- Community leaders have prepared a core group to serve as spokespersons, role models, coaches, troubleshooters, and co-innovators to facilitate ongoing implementation of the coalition's programs and activities
- Community leaders communicate evaluation results and have developed a consistent message for partners and program spokespeople to use to facilitate ongoing implementation of coalition's programs and activities
- Community leaders communicate program implementation data to all stakeholders

Check here if this level of activity most closely resembles your community

[Best Practice 2b] A communications plan that focuses on program sustainability has been developed collaboratively by community leaders

Start Up

- Communications goals and key audiences have been identified to support sustainability efforts
- Community leaders have discussed messages and methods for engaging key audiences
- A dedicated group has been established to focus on communications for sustainability
- Community leaders have attended trainings and workshops to improve their communications and social marketing skills

Check here if this level of activity most closely resembles your community

Implementation

- Community leaders have begun developing a communications plan that focuses on engaging key audiences for program sustainability
- Community leaders have developed a clear process for engaging key audiences in the coalition
- Community leaders regularly engage the larger community, including families and local policymakers, in the coalition and keep these groups informed of progress, successes, and challenges
- Qualitative and quantitative data are shared with multiple audiences in a professional and meaningful manner

Check here if this level of activity most closely resembles your community

Full Operation

- Community leaders implement the communications plan, updating it as the coalition evolves
- Community leaders and partners share responsibility for communicating about the coalition to stakeholders
- Communications materials and messages convey the coalition's goals and outcomes and feature qualitative and quantitative data
- Community leaders garner support for sustaining the coalition's activities and outcomes
- Communications efforts result in a high level of engagement and commitment by key audiences

Check here if this level of activity most closely resembles your community

Domain 3: Cultural Competence

[Best Practice 3a] The partners' approaches and/or strategies are culturally responsive

Start Up Benchmarks

- Community leaders are aware of any differences and similarities between the demographics of the partners' leaders and community demographics
- Community leaders understand what cultural and linguistic appropriateness is
- Community leaders and partners begin to develop specific culturally competent strategies
- Partners aim to review their policies and procedures in order to better serve a diverse community
- Collaborative decision making and planning are carried out by community leaders
- The professional development plan for staff does not address cultural and linguistic responsiveness

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Community leaders include representatives from a variety of cultural groups
- Community leaders recognize the importance of cultural and linguistic responsiveness
- All partners recruitment uses a range of strategies to reach diverse audiences when recruiting staff
- Professional development includes a framework for cultural and linguistic responsiveness
- Service providers receive cultural competence training as needed
- Ad hoc advisory groups that are representative of the community's diversity are used to gather community input to program planning

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners' staff reflects the diversity of the community
- Partners' staff members are culturally competent
- Diversity is represented at all levels of the coalition, including among leaders
- Cultural competency and responsiveness are assessed on a regular basis
- Community leaders solicit feedback regarding partners' cultural competence
- Most of the partners' materials, policies, and structures address cultural differences, with materials translated as needed
- Community leaders demonstrate acceptance and respect for all
- Decision-making and planning processes are inclusive of a range of stakeholders
- As needed, funds are used to train staff in issues of cultural and linguistic responsiveness
- The coalition's evaluation plan, strategic plan, and sustainability plan all reflect cultural responsiveness

Check here if this level of activity most closely resembles your community

[Best Practice 3b] The partners' engagement strategies demonstrate cultural and linguistic responsiveness to all cultures in the community

Start Up Benchmarks

- Everyone understands that there are differences within cultural groups
- Community leaders use a standard array of channels to reach community members
- Community leaders are concerned about adequate parental involvement in the coalition
- Diverse community members are represented in decision making and outreach planning

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Community leaders and partners use a variety of media (e.g., newsletters, PSAs, flyers) to reach diverse audiences and materials are translated as needed
- Community leaders are working to create parent and youth advisory groups
- Partners' outreach to families reflects the diverse cultures present in the community and their needs
- There are funds available to develop materials and outreach strategies for diverse audiences

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Materials are developed specifically for diverse populations, rather than simply translated from English
- Outreach strategies are appropriate for a variety of literacy levels, primary languages, cultural beliefs and values, and include the use of visual and audio messages
- Outreach materials and strategies reflect an understanding of the differences between recent and more acculturated immigrants
- Forums and meetings for parents and youth are held and are adequately supported (e.g., with childcare, food, and transportation; scheduled at appropriate times)
- Community leaders publicly acknowledge the importance of community involvement and give community members opportunities to speak on behalf of the coalition
- Bilingual and bicultural community members are empowered to speak for the coalition as appropriate
- Parents and youth have a decision making voice in the coalition
- Funds are available to support community engagement strategies that are culturally responsive

Check here if this level of activity most closely resembles your community

[Best Practice 3c] The partners' services, activities, and interventions are appropriate, accessible, and demonstrate cultural and linguistic responsiveness to all community members

Start Up Benchmarks

- Partners' needs assessment addresses the diversity of the community
- The coalition has a history of serving all neighborhoods and communities
- The EBPs that have been selected are culturally and linguistically responsive for the target population

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Youth and families provide feedback about whether partners' services are inclusive and meet their needs
- Service utilization is monitored and the demographic characteristics of those using services are recorded
- Partners offer some services/programs during out-of-school time (e.g., in the evening or on weekends, during the summer)
- Program materials, such as those explaining fees and hours, are available in the languages spoken in the community

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Evidence Based Programs (EBPs) are adapted to improve the program and address the community's cultural norms; adaptations do not violate the basis for effectiveness of the EBP
- EBP materials include examples that are culturally responsive for all students and families
- Logistical issues related to service delivery (e.g., hours, transportation, sliding fee schedules) are reviewed by a culturally diverse group including consumers
- Partners' materials are written in culturally and linguistically responsive terms
- Culturally responsive policies and procedures guide the delivery of services

Check here if this level of activity most closely resembles your community

Domain 4: Evaluation

[Best Practice 4a] Evaluation plans reflect the partners' goals, objectives, and activities

Startup Benchmarks

- Evaluation plans are developed in concert with the partners' goals, objectives, and activities

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Evaluation plans are implemented and revised as needed when there are changes to the activities

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Evaluation plans are fully executed

Check here if this level of activity most closely resembles your community

[Best Practice 4b] Data assessing program implementation and program outcomes are collected and appropriately analyzed

Startup Benchmarks

- Partners' data collection plans include measures of program implementation and program outcomes. Data analysis addresses key implementation and outcome questions.

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Data are collected to address the progress of coalition activities, including baseline data and other implementation and outcome measures
- Data analyses are conducted as data are collected, allowing for adjustments to data collection and program improvements, and data analyses methods as needed

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Data are collected to address the partners' questions and all components of partners' programs and services
- Data analyses fully address partners' questions and informs progress toward partners' goals

Check here if this level of activity most closely resembles your community

[Best Practice 4c] The data collection process is well managed, and continuously monitored and assessed

Startup Benchmarks

- There is a data collection plan that includes the resources, time, and personnel needed to carry out data collection

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The data collection process is continually monitored for deviations from the data collection methodology, with adjustments to the approach or data collection resources made as needed

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Data collection is completed on time and as planned to inform program and services planning and implementation

Check here if this level of activity most closely resembles your community

[Best Practice 4d] Evaluation findings are clearly and appropriately communicated to all relevant audiences

Startup Benchmarks

- The key audiences that need to know about evaluation findings have been identified
- Strategies for reaching the key audiences have been identified, and a timeline and approach for communicating evaluation findings has been developed

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The coalition regularly reaches out to key audiences to communicate evaluation findings

Check here if this level of activity most closely resembles your community

Full Operation

- Evaluation findings are summarized in a comprehensive way for key audiences

Check here if this level of activity most closely resembles your community

[Best Practice 4e] Evaluation findings are used by community leaders to inform and improve program strategies, activities, and policies

Startup Benchmarks

- A plan has been developed to review interim evaluation findings and reassess program activities as needed

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Evaluation findings are regularly discussed at coalition meetings and other forums involving key stakeholders
- Adjustments to coalition activities are made in response to evaluation findings

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners' activities are fine tuned to respond to important evaluation findings, including the target population's needs at baseline and the most effective strategies for meeting those needs

Check here if this level of activity most closely resembles your community

[Best Practice 4f] Evaluation findings are used by community leaders to sustain effective program strategies, activities, and policies

Startup Benchmarks

- Strategies for sustainability have been identified, as well as the data and other information that are needed to support sustainability

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Evaluation findings are incorporated into all sustainability discussions and strategies

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Multiple avenues for sustainability are identified and pursued, consistent with evaluation findings

Check here if this level of activity most closely resembles your community

Domain 5: Finance

[Best Practice 5a] Fiscal management practices are in place, including internal controls and procurement procedures that meet community leaders' and partners' standards

Start Up Benchmarks

- Partners are aware of the internal controls that go along with any funding they may be overseeing
- Partners are aware of their fiscal policies and procedures
- A system exists for creating and reporting up-to-date financial information

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners are able to project costs
- Partners regularly review expenditures and supporting documents to ensure that their fiscal policies and procedures are being followed
- Partners meet regularly with their fiscal representative to ensure that they fully understand relevant fiscal policies and procedures
- Partners and representatives of the budget office create a process to ensure that they are working with the same approved budget
- Partners follow protocols for flagging budget concerns and addressing them promptly

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Fiscal policies and procedures are reviewed regularly with partners to ensure that they understand and adhere to them
- Oversight of the fiscal responsibilities and actions occurs on an ongoing basis
- There is an effective record-keeping system of what records and documents are needed for potential audits
- All partners are familiar with the invoicing policies and requirements for audits

Check here if this level of activity most closely resembles your community

[Best Practice 5b] Multiple sustainability strategies have been developed and responsibility has been shared across partners to enhance financial sustainability

Start Up Benchmarks

- Partners are familiar with a wide range of finance strategies
- Partners leverage funds with in-kind services and additional funding from the community

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners understand that funding for coalition activities may be available from Federal, state and local funding sources
- Partners understand the overlap between their activities and related funding from multiple sources
- Partners provide input when each others' budgets are being developed and for all proposed budget changes

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners have a working knowledge of Federal, state and local funding streams
- Partners' budgets and allocation of resources support their shared vision
- Partners have conducted "return-on-investment" analyses of key programs and interventions
- Partners have identified Federal, state, and local funding sources that could be used to support each others' activities
- Partners work to diversify funding for all members' activities and programs

Check here if this level of activity most closely resembles your community

Domain 6: Implementation of Programs/Activities

[Best Practice 6a] Community leaders have considered how program activities and evidence-based programs (EBP) and activities fit with the community's needs

Start Up Benchmarks

- Programs and activities have been selected to address the needs identified during the needs assessment process
- Programs and activities have been selected to complement and coordinate with existing programs via use of a resource mapping process
- EBP materials have been purchased and strategies have been identified to access additional resources and support from the developer
- Community leaders recognize the need to increase the engagement of partners who participate in implementation
- Community leaders consider how best to communicate to partners the importance of effective program implementation

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners' selected programs and activities are consistent with the community's identified needs and desired outcomes
- Partners' selected programs and activities address differences in the target population's needs that are related to culture, risk factors, gender, and age
- Partners' selected programs and activities address the appropriate level of need (i.e., universal, selected, indicated) of the target audience
- Partners' have developed a plan to assess their readiness to implement the selected programs and activities
- Partners have developed strategies to address individual partners' needs and level of readiness
- The technical assistance available from the program developer and the developer's training schedule are adequate to meet identified needs
- Other implementers of the selected programs have been identified to serve as resources and supports
- Partners are developing a common understanding of implementation tasks and how program outcomes link to their goals

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners' practices and programs are aligned with each other
- Partners understand the importance of implementing programs with fidelity
- Outcomes from partners' programs and activities have been correlated with relevant outcomes in other community plans (e.g. partners' desired reductions in substance abuse are consistent with the goals of the drug prevention task force)
- Partners' programs and activities can be linked with positive behavioral outcomes (e.g., reduced recidivism, decreased use of intensive mental health interventions)
- Community leaders clearly communicate how coalition activities are linked to desired outcomes
- When considering an EBP that has not been used or tested with the target audience in the community, the developer is contacted to discuss the advisability of using the EBP with this population, and the EBP's logic model has been examined to assess the EBP's efficacy with the population

Check here if this level of activity most closely resembles your community

[Best Practice 6b] An infrastructure to support implementation of program activities has been developed and put in place

Start Up Benchmarks

- The implementation of EBPs is coordinated with all partners
- The resources necessary for implementation (e.g., Intranet access, EBP materials) are provided and located where they are needed
- EBP Training does not conflict with existing professional development schedules
- Partners communicate the importance of professional development

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners ensure that resources and schedules necessary for implementation are available at each implementation site
- An implementation team meets regularly to troubleshoot implementation challenges
- Partners ensure that EBP staff strengths and qualifications are consistent with their roles (e.g., facilitator, educator, coach, administrator)
- Partners communicate the importance of each EBP staff member's contributions and promotes active participation

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners take responsibility for various program activities and work to build infrastructure in their agency to support implementation
- Partners take steps to engage students, parents, and staff
- Partners create training and supervisory models to enhance local leadership (e.g., training staff to train others, scheduling annual training sessions, using coaching and mentoring to improve implementation)
- Partners use cross-training to enhance collaboration
- Partners use performance evaluation to provide feedback to practitioners (e.g., obtaining self-reports of staff effectiveness, scheduling observations of staff implementation of activities/EBPs, providing corrective and constructive criticism)
- Partners prepare a core group of staff to serve as mentors, spokespersons, role-models, coaches, troubleshooters, and co-innovators
- Partners ensure a fit between the staff's cultural and linguistic competence (especially with regard to languages spoken) and the needs of the target population

Check here if this level of activity most closely resembles your community

[Best Practice 6c] EBPs are implemented with as great a degree of fidelity as possible

Start Up Benchmarks

- EBP implementers complete the program developers' required training
- Fidelity of implementation is assessed using the program developer's fidelity checklist or a fidelity checklist developed by partners that is based on the core components of the EBP
- Partners implement basic EBP process evaluation measures and collect implementation data
- Partners communicate to staff why data are being collected and how data will be used

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners and their evaluators review the program developer's process and outcomes measures and refine them as needed
- Those implementing EBPs complete self-report measures for the EBP they use
- Partners and their evaluators have determined how to communicate the findings of the implementation data that have been collected and their relevance to program fidelity
- When possible, the program developer's adaptation toolkit is used to help partners carry out adaptations to an EBP

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Before making adaptations to an EBP, everyone understands its core components and logic model so that adaptations do not detract from the EBP's effectiveness
- Adaptations to EBPs are made only to improve the EBP, not to make it easier to implement
- Adaptations to EBPs are considered only after everyone is familiar with the program and have implemented it with fidelity
- Evaluation protocols make use of observers to assess and maintain fidelity and provide feedback to implementers
- All implementers track fidelity of implementation, including adherence to EBPs, dose of exposure, participant responsiveness, and quality of program delivery
- Partners ensure that data are collected to measure:
 - Implementation fidelity
 - Context: what must be in place for the EBP to be implemented (e.g., number of and qualifications of implementers , practitioner/student ratio, supervisor/practitioner ratio, location of service provision, implementer completion of training)
 - Compliance: the extent to which implementers address core program components and avoid extraneous components
 - Competence: the implementers' skill in delivering the program's core components

Check here if this level of activity most closely resembles your community

Domain 7: Leadership and Partnerships

[Best Practice 7a] Management structures and roles are clearly defined and are operational

Start Up Benchmarks

- The coalition includes senior representatives from key agencies
- Partners have created a preliminary Memorandum Of Understanding (MOU)
- The coalition has proposed structures for its work
- The coalition develop plans that specify the action steps to be taken, persons responsible, timelines, and how information will be communicated to partner agencies

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners understand their roles and other members' roles within their coalition
- Partners have determined who will oversee deliverables and how deliverables will be monitored
- Partners have developed protocols for dealing with and making decisions related to program modifications
- Processes and decisions related to the coalition are communicated to partners on a regular basis

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners contribute to tasks from start-up through implementation and sustainability
- Partners regularly report on and review the status of activities, staffing, capacity, and data collection, tracking, identifying problems and problem solving as appropriate
- The coalition's structure and functions are regularly revised
- There is an internal communications strategy to ensure partners' continued involvement in and support of the coalition
- When new collaborative members join, they are provided with the necessary information, materials, and support to become active members
- Decision making related to resolving conflict and grievances is informed by clearly articulated policies and procedures

Check here if this level of activity most closely resembles your community

[Best Practice 7b] Partner organizations provide adequate supervision, including attention to accountability and quality control of the services delivered

Start Up Benchmarks

- The partners understand all responsibilities associated with the coalition
- An organizational chart depicting lines of responsibility is developed
- Partners understand the roles and responsibilities of those implementing EBPs and carrying out activities.
- Partners understand the roles and responsibilities of those implementing EBPs and carrying out activities for which they are responsible.
- Discussions about quality control are carried out and a quality control plan is developed

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners understand the system in place for maintaining quality control
- Partners carry out the system for maintaining quality control
- Partners oversee and monitor quality for each aspect of their collaborative work by following the quality control plan and checking in with the implementers
- Partners work together to improve quality as needed
- Partners report to the coalition about quality control issues

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- The coalition supports all partners in solving complex quality control issues
- Partners regularly report on and review the status of quality control issues.
- When new members join the coalition, they are provided with quality control information

Check here if this level of activity most closely resembles your community

[Best Practice 7c] The frequency of meetings for the coalition and structures for communication have been established

Start Up

- Coalition meetings are held on a regular basis but members' attendance is somewhat irregular
- There is no communication system in place for partners to connect with each other between meetings
- Contact among partners is on an ad hoc basis, typically occurring just between one partner at a time
- Partners have not committed to taking on any specific tasks

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Meeting minutes are circulated but not used
- Communication flows from the coalition to partners, but not from partners to each other

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Coalition meetings occur on a monthly or bimonthly basis, with as close to full attendance as possible
- Coalition meetings follow a set schedule that is agreed upon by the partners
- Subcommittees of the coalition have been formed, with tasks to complete between meetings as needed

Check here if this level of activity most closely resembles your community

[Best Practice 7d] Management tools (e.g., a logic model, other planning tools) are used to keep the coalition on track

Start Up

- The coalition created a logic model and other plans with minimal input from the partners
- The coalition has written versions of its logic model, implementation plan, and communications plan

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The partners have given input to the development of the logic model and have reviewed the completed logic model
- The partners have collaborated to develop the implementation plan
- The partners have given input to the communications plan

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- The partners were actively involved in developing the logic model and collaborate to revise it as needed
- The partners use the logic model to build support for the coalition within their agency
- The partners collaborate to develop the coalition's implementation plan, communications plan, sustainability plan, and strategic plan

Check here if this level of activity most closely resembles your community

[Best Practice 7e] Collaborative decision making is the norm for the coalition

Start Up

- Representatives of the partner agencies are involved in the launching of the coalition
- Partners run coalition meetings in an inclusive fashion, encouraging everyone to participate
- Major decisions are made by the entire coalition

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners contribute to developing the agenda for coalition meetings and rotate who facilitates the meeting
- Partners freely express their opinions and decisions are made either by consensus or majority, according to what members have agreed
- Partners have established a process for resolving conflicts and solving problems

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Planning for the coalition is a product of collaboration among the partners
- The coalition use a clearly articulated decision-making process that focuses on problem solving and consensus building
- The functioning of the coalition is monitored and discussed, and mid-course corrections are made as needed

Check here if this level of activity most closely resembles your community

[Best Practice 7f] The partners share responsibility for achieving the coalition's goals and understand that partners have different levels of responsibility

Start Up Benchmarks

- Every partner understands his or her agency's role and responsibilities in the coalition
- Members do not fully understand each other's roles and responsibilities

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners are aware of their own and each other's responsibilities related to implementation
- Some coordination of activities occurs among partners, especially when their goals overlap

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners share responsibility for achieving the goals of the coalition and collaborate to support the activities being implemented by others
- Partners understand each members' role and responsibilities in the coalition

Check here if this level of activity most closely resembles your community

[Best Practice 7g] Partners engage a broad spectrum of the community in the coalition

Start Up Benchmarks

- Partner organizations include individuals who are members of the largest target populations in the community

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners have identified additional individuals, groups, or agencies to fill gaps in community representation in the program

Check here if this level of activity most closely resembles your community

Full Operation

- Partners effectively engage individuals, groups, and agencies that represent diverse groups in the community, including families and youth

Check here if this level of activity most closely resembles your community

Domain 8: Systems Change and Sustainability

[Best Practice 8a] Community leaders work collaboratively to coordinate services and programs to improve outcomes for the target population

Start Up Benchmarks

- MOUs and MOAs exist but they do not clearly define the relationships between the partner agencies

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- MOUs and MOAs are clear and specific and are used to determine partners' responsibilities
- Partners identify how systems changes can enhance the coalition's outcomes
- Partners work to achieve policy changes and secure funding to support the coalition's activities
- Partners present the coalition's strategic plan to relevant task forces/work groups in the community and solicit their input

Check here if this level of activity most closely resembles your community

Full Operation

- Partners agree that some systems changes are needed to reach full program operation and sustainability
- Partners communicate to their agency's decision makers and staff how collaboration strengthens systems and produces better outcomes for target populations
- The coalition's strategic plan includes goals related to systems change and sustainability
- The coalition meets regularly to identify what needs to occur at different levels to support systems integration and sustainability
- Partners collaborate to align priorities and plans across their respective systems

Check here if this level of activity most closely resembles your community

[Best Practice 8b] Partner's policies relevant to the coalition's goals have been reviewed, revised (as necessary), and implemented

Start Up Benchmarks

- Partners are not aware of policies relevant to the coalition's goals
- Meetings or agenda items around policies are focused only on operation and not sustainability and/or systems change

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners understand and discuss policies relevant to the coalition's goals
- Meetings or agenda items focus on policies relevant to sustainability or systems change
- Policies relevant to the coalition's goals are being modified to promote sustainability and/ or systems changes

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Policies relevant to coalition goals that promote sustainability and/ or systems changes are regularly reviewed and revised by partners

Check here if this level of activity most closely resembles your community

[Best Practice 8c] Community leaders work collaboratively to inform and educate local and state policymakers about the coalition

Start Up Benchmarks

- Partners identify policy-making groups in their community
- Partners are aware of policy-making groups that influence the work of the coalition

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners are aware of policy change efforts at the local or state level that may affect the coalition

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Partners attend meetings of local and state decision-making bodies and present the coalition's goals, objectives, and strategies in order to shape policy

Check here if this level of activity most closely resembles your community

[Best Practice 8d] An infrastructure to support the sustainability of coalition activities has been developed

Start Up Benchmarks

- Sustainability may have been discussed with partners
- No discussions about infrastructure to support program sustainability have taken place.

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- In depth discussions about ways to sustain programs and functions that make a difference are regularly scheduled
- For each program or function that has been found to have positive results, infrastructure components are identified
- A plan for developing and maintaining infrastructure for programs and functions with positive results is developed
-

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- Infrastructure for programs and functions with positive results are fully understood and functioning well
- Infrastructure plans are reviewed and revised as needed by the coalition

Check here if this level of activity most closely resembles your community

[Best Practice 8e] A plan has been developed for sustaining evaluation processes and information sharing across partner systems

Start Up Benchmarks

- The coalition has a goal of sustaining evaluation processes and information sharing

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The coalition creates data collection systems and data review processes that will be sustained

Check here if this level of activity most closely resembles your community

Full Operation

- The coalition seeks out technology and/or training required to sustain data collection and data review

Check here if this level of activity most closely resembles your community

Domain 9: Strategic Planning

[Best Practice 9a] There is a strategic plan for the coalition that includes a vision, mission, goals, objectives, activities, outcomes, and timelines

Start Up Benchmarks

- The coalition has begun to develop a vision and mission for the partners that delineates goals, objectives, activities, outcomes, and timelines

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The coalition has a clearly defined and relevant mission and vision
- The partners have developed a process for refining their activities to align with the coalition's vision and mission

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- The strategic plan articulates a shared vision and mission and includes outcomes that describe the impact of the coalition

Check here if this level of activity most closely resembles your community

[Best Practice 9b] Strategic planning is guided by an assessment of the target audience’s needs and the environment and by data-driven continuous quality improvement processes

Start Up Benchmarks

- Partners understand that effective strategic planning depends on collecting needs assessment data and program utilization and outcome data

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- Partners review needs assessment and program data to create a comprehensive picture of the community’s assets and needs
- Partners carry out resource mapping to identify service gaps and duplication of services

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- The coalition creates a multi-year, comprehensive strategic plan that incorporates the programs and services of the partners
- The coalition is guided by a strategic planning process that includes ongoing assessment of needs and resources and data-driven quality improvement

Check here if this level of activity most closely resembles your community

[Best Practice 9c] The strategic plan is periodically reviewed and revised by the coalition

Start Up Benchmarks

- Partners are aware of the need to review the strategic plan periodically

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The coalition has a process for reviewing and revising the program's implementation plan, vision, and mission

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- The coalition regularly reviews progress toward meeting the goals of the strategic plan

Check here if this level of activity most closely resembles your community

[Best Practice 9d] The coalition's goals are embedded into other long-term plans in the community, (e.g., the coalition is integrated with school and community task forces and programs)

Start Up Benchmarks

- The coalition identifies task forces, programs, and other groups whose mission, goals, or scope of work are similar to theirs

Check here if this level of activity most closely resembles your community

Implementation Benchmarks

- The partners identify and explore opportunities to align policies and practices across systems (e.g., by pursuing opportunities to align the work of the coalition with other groups in the community)

Check here if this level of activity most closely resembles your community

Full Operation Benchmarks

- The coalition joins forces with other task forces, work groups and collaboratives in the community and, as appropriate, merges structures to bolster efficiency and effectiveness
- The coalition works with other task forces, work groups and collaboratives in the community, state, and region to inform and educate local and state policymakers about the coalition's efforts and outcomes

Check here if this level of activity most closely resembles your community