

Building Community Resilience

Toolkit Series Volume III

Cross-Sector Partners:
Connecting and Collaborating

A group of diverse people, including an older man with a white beard and a woman in a striped shirt, are smiling and laughing outdoors. The background is a blurred green landscape.

 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 cross-sector 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.

With generous support from the OCAP, Strategies 2.0 is a key resource to child and family serving partners who are already actively building community resilience, or preparing to do so. Strategies 2.0 supports family strengthening partners by providing consulting/technical assistance to build or enhance their capacity to lead or co-lead a cross-sector team to build community resilience. BCR leaders can sharpen their role through participation in peer exchange in regional Learning Communities hosted by Strategies 2.0 to learn how others are actively building resilience in their communities, while contributing their own insights to further the field. Finally, Strategies 2.0 provides both in-person and online training, as well as other professional development opportunities, supporting BCR efforts to build knowledge and awareness regarding the impact of trauma and what communities can do to address it. More information regarding these resources is available at <http://strategiesca.org/>

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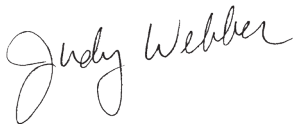
Dear Community Resilience Building Partners,

The work of building community resilience is challenging, but it is also rewarding. In Ventura County, we have a strong coalition of cross-system partners in place, and we know from experience that the working tools presented here in Volume III will help strengthen and revitalize our core partnerships. This focus on expanding cross-sector work represents an opportunity to bring together more partners from across the spectrum of human services to align efforts in strengthening families and communities. In Ventura County, we recognize and appreciate the practical nature of the BCR Toolkit Series, and we plan to utilize it to support the development of our countywide prevention/promotion plan. While validating some of the community resilience building activities already underway, this sparks the possibility for further innovation.

The Building Community Resilience (BCR) framework as detailed in the toolkit series aligns very closely with the levels of prevention (primary, secondary, and tertiary) presented in the OCAP Framework for the Prevention of Child Maltreatment. Building awareness (Volume I) is a core activity of Ventura's Child Abuse Prevention Council (CAPC). The county's CAPC functions as a catalyst, convener, and key coordinator of countywide prevention efforts and will use the working tools presented here to further increase public awareness.

To launch a countywide prevention effort, we discovered the need to assess for and build readiness (Volume II). We had a sense that partners were in various and differing stages of readiness to undertake another effort aimed at strengthening families and the community. We used the BCR working tools to better understand diverse viewpoints and build consensus to move forward with the work. We are also looking ahead to consider what will be required to sustain our efforts going forward. The working tools in Volume IV will help us to be proactive in building sustainability and maintaining a high level of momentum. It is our hope that you will find meaning and use in these working tools. We are happy to share our experience in using them with others.

For strong families and thriving communities,



Judy Webber
Child Welfare Director



Kathleen Van Antwerp
Executive Director
Partnership for Safe Families & Communities



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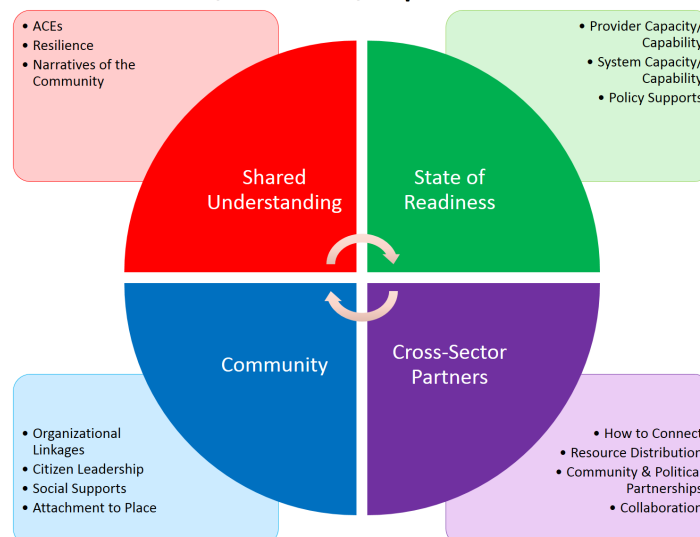
The Building Community Resilience Toolkit Series

The Building Community Resilience (BCR) Toolkit Series is a key resource for countywide prevention partnerships. With the Pair of ACEs as a conceptual foundation (Adverse Childhood Experiences and Adverse Community Environments), it parallels the dual role of providing support family to family, while strengthening the conditions in which families live. In California, Child Abuse Prevention Councils (CAPCs) are actively partnering with child welfare services to lead integrated prevention planning efforts. Those efforts that are focused on addressing adverse community environments will particularly benefit from the use of working tools provided as part of this series.

The BCR Toolkit series is 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 a circular process of assessment, readiness, implementation, and sustainability (Ellis & Dietz, 2017), as illustrated in the visual model. Each segment of the process represents a step-wise progression to reach the goal of wellness and community resilience.

Four separate toolkits comprise the series. Each volume of the Building Community Resilience Toolkit series highlights one of the four distinct processes of the BCR model. Working tools and resources are provided to increase effectiveness of the BCR partnership and to help reducing barriers while building on existing assets. In this volume, tools, key concept definitions and resources specific to cross-system partnerships are offered.

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



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

Suggestions for Use of Volume III

This volume, as well as others in the BCR Toolkit series, is a starting place for discussion and collaborative action. The suggested process and tools provided may be adapted as needed. The overarching recommendation for getting the most out of this volume is to *use it with your partners*. Some of the steps may be followed separately, however they should be discussed and prioritized by everyone involved.

It is suggested that teams come together to:

- 1** Skim the entire volume to gain a sense of topics and tools included that serve to facilitate cross-system partnerships;
- 2** Read the toolkit in detail, to validate existing knowledge and gain new insights regarding the importance of cross-sector partnerships;
- 3** Make note of any gaps in participation where a cross-sector partner may need to be engaged;
- 4** Provide structured discussion opportunities to consider the value and importance of partnerships and how to take further action;
- 5** Review the tools and determine which are the best fit for your organization's current needs to build or strengthen cross-system partnerships;
- 6** On the first pass, use the tools as provided, adapting where needed for a better fit with your partnership's needs;
- 7** Take the initiative to reach out to new partners who are already doing similar work, or who may bring new insight and resources to the work.

The Four Volumes At-A-Glance

Volume I

Shared Understanding: Working Together to Build Community Resilience

The first volume defines “The Pair of ACEs” and what is needed to address them. It also presents 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) build a shared understanding through collaborative learning within the organization and the community itself.

Volume II

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

The 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 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

This 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 in the series offers a pathway towards sustaining community resilience with tools to support information and communication, community competence, social capital, economic development, and resident leadership training.

Volume Three

Cross-Sector Partners: Connecting and Collaborating

The process of building community resilience occurs across four sequential stages. The third stage, cross-sector partnerships, builds on the foundation established during the previous two stages. The tools in **Volume I** established shared understanding among community members and stakeholders, and the tools in **Volume II** assessed and fostered readiness across the community system. At this point, the capacities and capabilities of the many community entities are primed for the collaborative process to focus change efforts. Partnership across all community sectors, each with their respective strengths, areas of focus, and motivations, becomes a crucial step toward community-level change because collaboration is necessary for community resilience efforts to take hold and last (Ellis & Dietz, 2017). The following describes what are cross-sector partnerships, and lays out their theoretical basis and practical importance. The tools provided in this **Volume III** can be used to guide programs and networks in the development of successful partnerships that build community resilience.

What are Cross-Sector Partnerships?

Collaboration has long been understood as an efficient method of accomplishing change, and collaborative partnerships have garnered significant attention in recent years across a variety of professional domains, or sectors (Minkler, Vasquez, Tajik & Petersen, 2008; De Waal, Goedegebuure & Hinfelaar, 2015; Osland, 2015; Senxian & Otuyelu, 2018; De Waal, 2018).

A **sector** is a group of stakeholders that are similar in a community, e.g., philanthropy, business, government, nonprofits, universities, etc. Collaboration across community sectors is necessary specifically to building community resilience because the sources of toxic stress are complex and socially situated, requiring the coordination of multiple entities. This coordination must be strategic in order to be effective. Coalitions must provide for the needs and priorities of all partners in order to be successful. Such cross-sector partnerships are dynamic, mutually beneficial, reciprocal relationships among entities that share resources,

responsibilities, authority, and accountability (National Academy of Public Administration, 2003). Successful cross-sector partnerships are able to generate macro-level changes because they harness and leverage existing social connections within the larger environment. Partnerships across multiple community sectors strengthen the collective change capacity of a community, a necessary force for building resilience because no one person or organization alone can accomplish the improvements required for healthy families and resilient communities (Plax et al., 2016). Successful cross-sector partnerships are a crucial component of the effort to build community resilience because they diversify resources and enhance the capacity to change.

Elements of a Successful Partnership

Successful partnerships are characterized by several key elements: trust, shared values, joint resource development, integrated learning system, system structure and accountability, and leadership. These elements build on shared understanding and readiness (as discussed in Volumes I and II) to provide a comprehensive frame for organized, successful cross-system partnerships.

Trust *Of central importance to any partnership is trust.* Trust enhances partnership synergy and sustainability (Jagosh et al., 2015), allows for the expression of multiple viewpoints (Salsberg et al., 2015), and can equalize power differentials (Wallerstein & Duran, 2011). A dynamic construct, a continual energy investment is required to sustain trust (Jagosh et al., 2015). Trust is demonstrated by a shared understanding of various partners' responsibilities, roles, and risks relative to each partner's capacity. It can be fostered by transparent leadership (Senxian & Otuyelu, 2018) and by activities like developing collaborative agreements, such as a Memorandum of Understanding (Salsberg et al., 2015).

Shared Values *When partners share values and hold them in common, they are more likely to be aligned in beliefs that guide choices and actions.* Each partner entity must build on the shared understanding already established to align individual motivations with an overarching mission statement. The shared values of the partnership must be developed with the multiple perspectives of each partner and stakeholder in mind. Organizational culture must provide frequent and open lines of communication to develop goals and responsibilities of respective partners (Yuan et al., 2016). Frequent, regular advisory meetings are a useful strategy to discover, establish and disseminate shared values (Salsberg et al., 2015). Communication is a key to establishing values because it allows for the expression of multiple viewpoints. Partnerships that identify shared values and goals in a collaborative way increase their capacity for change (Minkler, Vasquez,

Tajik & Petersen, 2008). Each member's strengths may be maximized according to the extent to which they uphold the shared values.

Joint Resource Development *Resource sharing and development is a hallmark of high-performing partnerships, and is directed according to the partnership's shared values.* Agencies and institutions often use partnerships to increase their access to financial and/or material resources (De Waal, 2018). Specifically, for building community resilience, resource sharing is an important mechanism. The strengths of different agencies, whether fiscal, administrative, or material, can leverage with other community groups who may lack those specific resources but have an abundance of social and cultural capital. Providing requisite funding resources in partnerships increases the foundation needed to participate in collaboration (Osland, 2015) and acts as a key facilitator for increasing community capacity (Mason et al., 2013).

Integrated Learning System *A learning system creates opportunities for community partners to share information, explore together, and work from the belief that each partner has something to contribute.* Effective partnerships function as a learning community, meaning they gather, share, and consider new ideas on a regular basis. A visible, integrated learning system ensures the sustainability of community action, because it provides a means of deriving lessons learned and of recognizing emerging trends. What is learned becomes a focus of collaborative dialog and planning.

System, Structure, and Accountability *The cross-sector learning system must be supported by coherent system infrastructure and interface.* Research shows that many challenges in partnerships arise from a disconnect between serving families, strengthening communities, and systemic barriers, such as duplicative intake systems and lack of communication between systems (Jichlinski, 2017). For example, health care professionals occupy a prime social position for recognizing and responding to trauma and/or toxic stress experienced in childhood because of the nature of their contact with children and their families. However, some healthcare professionals are either unaware of protective factors and their importance to childhood development, or they lack the standardized methods to assess and screen for adverse childhood experiences (Szilagyi et al., 2016). As a result, there is a low degree of institutional agreement on treatment of and community response to toxic stress. This lack of agreement could hamper efforts to provide support and necessary guidance for partnerships to resilience.

Leadership *Perhaps the most crucial ingredient in a successful partnership is leadership.* Leadership effectiveness is especially critical to group and partnership functioning and outcomes. Without the knowledge, expertise, and operational capacity of qualified, effective leaders, partnerships' capacity greatly decreases (Mason et al., 2013). Commitment and experience are two of the most salient factors of leadership associated with partnership success (Allen, Culhane-Pera, Pergament, & Thiede Call, 2011). Trust is enhanced in partnerships when leadership demonstrates ideological commitment and skill-related competency, and illustrates these traits through continual, open lines of communication. Transparency is also highly effective; leadership that promotes visibility in collaboration adds great value for all stakeholders involved (Alexander & Pushnik, 2017).

Research emphasizes existing power differentials between partners as a hindrance to group effectiveness and efficiency (Trickett et al., 2011). Viewing community partners as a complex, integrated system of actors with differing levels of power and efficacy allows more diverse views to be expressed and can greatly increase trust between partners (Wallerstein & Duran, 2011; Jagosh et al., 2015; Trickett et al., 2011). This in turn allows for power to be shared across partners, a significant indicator of partnership success (Senxian & Otuyelu, 2018). Shared power within an integrated learning system assures that efforts toward building community resilience address the systems of inequality that engender poor community outcomes. A visible, integrated learning system ensures the sustainability of community action.

In summary, the elements of a successful cross sector partnership must be integrated within the community to form a cohesive system that is highly interactive. As the resources are shared and values are openly communicated, so too must the collaboration become a system of integrated learning. While this can be challenging due to the complexity involved, it is absolutely necessary to view any partnership in context, because collaboration does not occur in a vacuum.

Leadership that minimizes difficulties by sharing power and actively pursuing knowledge from many different sources is considered to “democratize science” (Wallerstein & Duran, 2011) by encouraging equal participation across all sectors of the partnership. Shared power means “power with”, in contrast to “power over.” In “power with”, or shared power, all partners recognize the value, strengths and capacity brought to the table by diverse members. No one asserts undue power or influence, and no one yields or defers their power or influence in deference to others.

Essential Partners to Include

BCR leaders convene cross-sector partners by bringing traditional and non-traditional partners together to plan and implement efforts that build community resilience. They convene partners together on a regular basis in a safe, neutral space and facilitate open and inclusive exchanges. In doing so they expand meaningful partnerships to engage a broad, multi-sector, public/private coalition that is inclusive of the voice (and influence) of persons with lived experience.

While it is largely a shared responsibility, BCR leaders play an important role in engaging prospective members and maintaining their active involvement. Together, the BCR cross-system partnership forms a culture that shares a mission, vision, and values; build on strengths and assets; engages as part of a learning community; shares resources; and accepts responsibility for shared outcomes. It is relatively easy to identify obvious and longstanding partners; however, the building of community resilience requires a broad coalition of cross sector partners.

The following are some of the unique contributions and challenges of select traditional and non-traditional partners. The list is not exhaustive, rather intended as a template for considering which cross-sector partners must be actively collaborating at any given time.

Sector/System	Unique Contribution
Government	Health and Human Services Agencies, and other government partners bring substantial resources, direct federal funding, and set policy. Part of their role is to disseminate best practices and ensure quality and uniformity of practice. Some government systems may have ‘siloes’ structures, lack of interoperability, and restrictive funding mechanisms that are often addressed with efficiency and innovation in partnership. Because they have a gate-keeper role in screening eligibility for federally protected programs, they have access and influence according to service and well-being needs.

Sector/System	Unique Contribution
<p>Community-based organizations (CBOs)</p>	<p>A central strength of CBOs is their trusted and credible relationship with the community, including fellow providers of service and persons with lived experience. CBOs provide and allow flexibility where government partners cannot, allowing them to serve as a fiscal agent and/or to provide required match to access particular resources. They can serve individuals and families who otherwise may not meet the criteria for services.</p>
<p>Philanthropy</p>	<p>Philanthropy is in a position of catalyzing innovation and engaging in research to identify and spread evidence-based practices. They also provide leverage to public and private partners in terms of programmatic and fiscal support, often supporting the design and development of community-based interventions.</p>
<p>Residents/ Community Champions</p>	<p>Community wisdom is the purview of residents and champions. There is power and strength in the day-to-day lived experience of those who live and function within the place-based community. At times they bring their gratitude and insight, and at other times frustrations with their experience interacting with multiple systems. In either case, community residents know what is needed to make a difference, but they may articulate it from a different framework than professional partners. They are the experts on their own lived experience within the community and/or interacting with systems.</p>

Sector/System	Unique Contribution
Faith-based community	<p>The faith-based community is predisposed to be an aligned partner, often through the lens of social justice, fundamental to many as a tenet of faith. They are situated within the community and thus are well attuned to needs and opportunities. Faith communities can champion communication campaigns and mobilize large numbers of volunteers (who would need to be oriented and trained).</p>
Universities	<p>Not only do university partners bring scientific rigor, they are also able to translate research to action so that it is of practical value. Universities are adept at extending principles of adult learning to community trainings and other avenues for professional development. They also bring the expertise to engage in applied evaluation and continuous quality improvement.</p>
For-Profit Business	<p>The business sector is growing increasingly proactive to help support community efforts as an extension of their brand. Business partners can be effective advisors and board members. They can partner with messaging and resource development.</p>
Health Care/ Managed Care	<p>In an era of capitated funding, health care and managed care are increasingly investing in prevention by addressing the social determinants of health. This serves not only to alleviate human suffering, but is also an effective means of offsetting rising costs of health care and increasing well-being.</p>

There is great potential for rich tapestry to be created when cross-sector partners are brought together and invited to gift the community with innovation driven by what they uniquely contribute. However, power, money, personalities, history, expertise, stereotypes and misperceptions are all common issues that, when not addressed, can result in roadblocks to successful partnerships. Each partner's commitment to approaching one other with honesty and respect can go a long way towards addressing these issues and creating intentional relationships that build over time and can hold together when challenges arise. **To create effective, efficient, and equitable relationships time is needed to learn about what each partner needs, to understand the limits and requirements they face;** to explore which external pressures/constraints can't be changed, and develop partnership agreements that address these realities.

Cross-Sector Partnership Guidelines

The following essentials for cross-sector partnerships were adapted from a set of guidelines offered by the Office of Child Abuse Prevention to cross-system partners to support the successful implementation of Differential Response statewide. They have been refocused to support the work of building community resilience.

- **Develop Clear Outcomes and Objectives**

All cross-sector partners (and their staff, if applicable) need to know what the desired BCR outcome(s) are and how specifically they will be measured. Time spent to establish consensus on outcome tools and processes is a good investment.

- **Understand Roles and Responsibilities**

Everyone needs to understand fully the roles and responsibilities of each cross-sector partner. A BCR cross-sector partnership relies on specificity about who will do what and when/where it will happen.

- **Activate Continuous Quality Improvement**

Become a learning community who engages in BCR action planning, implements the plan, and studies it along the way to document success and course-correct when goals and outcomes are not being achieved as desired. Collect data and let it inform next steps for action.

- **Communicate, Communicate, Communicate**

Open sharing of information is critical to success of any cross-sector partnership. Schedule regular meetings of key partners to discuss progress and identify challenges so that there are no surprises. These face-to-face meetings should be supported through written agreements including a BCR-focused Memorandum of Understanding signed by all.

- **Share Resources**

Take advantage of the different strengths partners bring to the table. Open trainings relevant to BCR provided by one partner(s) to other cross-sector partners and the community. Doing so provides an opportunity to exchange ideas, increases professional competency throughout the partnership, builds relationships and encourages everyone to work together as a team. Serving as interviewers on hiring panels is another way to share resources. This creates a vested interest by both partners in the success of the newly hired employee and, thus, of fellow cross-sector partners.

Overview of the Cross-Sector Partners Tools

The tools provided in the following pages will assist organizations and networks to build high-performing, effective partnerships that build community resilience. Taken together, the tools cover the range of characteristics of cross-sector partnerships that are equitable, inclusive, and results-oriented while nurturing relationships and engaging in a structured, intentional process.

Tool 1: Partnership Assessment Inventory

This working tool invites individual members to rate whether a particular partnership attribute currently exists and should be maintained; needs immediate attention; or needs work in the future. Members of the partnership are invited to reflect on the strengths of the cross-sector partnership and to identify areas that need improvement to increase effectiveness of the work, and thus enhances their collective ability to build community resilience.

A version of this tool was created by Strategies in 2003, and is currently adapted and utilized by Strategies 2.0 because it was so well received and remains in use among partners. The original work by the National Academy of Public Administration drew on the experiences of ten cross-sector partnerships including some that were well established and others that were newly created. The Academy brought the teams together in “design labs” where members

shared their knowledge and experiences. The partnerships that were the focus of the study were chosen because they were diverse in terms of structure, scope, length of partnership, area of focus, operating agreements, and geographic location. The report identified the characteristics of a high-performance partnership and how the approach differs from more traditional cross-sector partnerships.

Tool 2: BCR Memorandum of Understanding (MOU)

The second working tool in this volume is an MOU template, designed as a “plug and play” to assist cross-sector partnerships to clarify member’s commitments and memorialize them. The Memorandum of Understanding presented here is tailored specifically towards cross-system partnerships that are committed to building community resilience.

Interagency agreements or MOUs are typically used to document the shared responsibility and desired goals and outcomes of the partnership. Most include a statement of commitment to the collaborative, including an agreement to develop and participate in a structured process for collaborative planning and review of data.

Tool 3: Leadership Self-Assessment

Effective cross-sector partnerships are characterized by focused, collaborative leadership. Because awareness of one’s leadership style impacts the efficacy of the partnership, this tool prompts personal reflection about the essential behaviors of collaborative leaders.

Tools to Build and Strengthen Cross-Sector Partnerships At-A-Glance

Taken together, the following tools are useful in taking an inventory of the strengths and areas to develop within any given partnership; formalizing the agreements between partners; and finally supporting the evolving leadership style useful in supporting success in building community resilience. There are many working tools available to help guide the growth and development of cross-sector partnerships. The reader is encouraged to use the tools that are the best fit for their current needs and context. The tools presented here are intended to amplify supports needed specifically for share efforts in building resilience within a given community.

Tool One Partnership Assessment Inventory	1	Members use this tool to create alignment on strengths within the cross-sector partnership and areas for improvement.
Tool Two BCR Memorandum of Understanding (MOU)	2	This tool reflects mutual expectations and member commitments to the cross-sector partnership.
Tool Three Leadership Self-Assessment	3	A self-assessment to prompt personal reflection on the essential behaviors of collaborative cross-system team leaders.

TOOL

1

Partnership Assessment Inventory

The following inventory lists attributes of successful partnerships in six domains. It can help your partnership determine its strengths that are shown in research to be important to the success of collaborative endeavors.

Step 1

Each member of the partnership individually completes the assessment. There are no right or wrong answers. Read through each item and rate the whether you think the attribute listed currently exists in your partnership and should be maintained; if it needs immediate attention; or if it needs attention in the future. Check the box you think best reflects the current situation. Use the questions to strengthen the collaborative success.

Step 2

To prepare to review and discuss collective results, everyone who completed the assessment individually is encouraged to reflect on the following questions:

1. What are the major strengths of our partnership? How can the strengths be maintained?
2. What are the 2-3 areas that need immediate attention?
3. For those areas, how can they be strengthened?

Step 3

Either a small team of leaders or planners review the combined results from all responses and report back to the collaborative, or the group can review results together. Either the leadership or full group can reflect on the following to help use the results as a springboard for strengthening the collaborative:

1. Do all members view the collaborative strengths and areas for improvement in the same way?
2. Consider the 3-4 major strengths. How can the collaborative build on those strengths?
3. What are the implications if there are disparate perspectives on the collaborative strengths and areas for focus?
4. Are there any attributes that are particularly problematic?

Partnership Assessment Inventory

Element	Partnership Attributes	Currently Exists/ Maintain	Needs Immediate Attention	Needs work in the future
Trust	Time spent to develop understanding of partners' strengths, challenges and contributions.			
	Clarity about what each partner is willing to contribute.			
	Investment in team building activities.			
	Development of broad common language.			
	Members' self-interest is explored and all partners work to meet one another's self-interest.			
Shared Values	Use of research-based best practices.			
	Time spent exploring and clarifying shared values in service of partnership goal.			
	Clarity of and value for each partner's contribution.			
	A value in partnership as a way of achieving extraordinary results.			
	Partnership norms created that guide activities and build trust.			
	Partners embrace vision beyond single organization.			
Organizational Culture	Flexible and responsive leadership.			
	A shared mission.			
	A culture that promotes partnership.			
	Members who advocate for partnership goals.			

Partnership Assessment Inventory

Element	Partnership Attributes	Currently Exists/ Maintain	Needs Immediate Attention	Needs work in the future
Organizational Culture (continued)	Use of community feedback to ensure relevance.			
	Inclusion of business community to tailor message to their concerns.			
	Ability to manage rapid change.			
Capacity Building	Ability to collectively decide on criteria for allocation of resources.			
	Builds capacity by having a clear mission and strategic plan, well-coordinated resources, effective communications and sound governance for organizing investors and other stakeholders.			
	Develop a strategic plan at partnership's inception.			
	Produce quantifiable results.			
	Recruit partners to fill resource gaps.			
Integrated Learning	Exchange of information and ideas among partners to understand each other's goals.			
	Shared learning opportunities.			
	Established, 2-way communication channels exist throughout the organizations.			
	Long-term plan in place to accomplish exchange of information and ideas.			
Systems, Structure, and Accountability	Focus is on outcomes and results agreed upon by all partners.			
	There is a structure for shared decision-making, resources and accountability for achieving mutually defined goals.			

Partnership Assessment Inventory

Element	Partnership Attributes	Currently Exists/ Maintain	Needs Immediate Attention	Needs work in the future
Systems, Structure, and Accountability (continued)	Communication/Feedback loop developed to bring public and agency staff into the process.			
	Partners include regular maintenance activities in agendas to focus on re-energizing the partnership for sustainability.			

Notes:

TOOL 2

BCR Memorandum of Understanding

The BCR Model MOU provides sample text that BCR cross-sector partnerships can customize for the purpose of engaging key entities as partners in building community resilience. The MOU is a formal agreement to promote, monitor and continually improve collaboration and systems integration necessary for the success of BCR.

Depending upon the level of trust among the partners, initial agreements have been found to either be overly broad, or on the opposite extreme, bogged down in minute details. The first attempt at an agreement doesn't have to be perfect, so start simple and get better! The MOU should note who/which organization(s) are part of the Leadership or senior management team, and the frequency and process it uses to carry out its shared leadership work.

When developing and implementing an MOU:

- **Specify members' duties and responsibilities**
- **Specify the frequency of BCR meetings and process for convening meetings**
- **Define and explain the group decision-making process to be used**
- **Define a process to obtain new signatures from any new members of the BCR team to ensure, on at least an annual basis, that the MOU remains current.**

Once the MOU is approved by all partner agencies form an administrative infrastructure to establish, implement and monitor the interagency collaboration needed to improve community resilience outcomes so that all residents can be supported to live well.

The following is offered as a draft, or starting place. It is strongly suggested that this document be adapted to the local context of each community of focus.

Model Memorandum of Understanding (MOU)
for
Building Community Resilience (BCR)
in
NAME of COUNTY or COMMUNITY

WHEREAS adverse childhood experiences are widespread and pervasive, often exacerbated by adverse community experiences (the “Pair of ACEs”), and strong, healthy community environments have been found to buffer the risk factors associated with the impact of adverse childhood experiences and other traumas by promoting wellness by assisting children and families to thrive despite challenging circumstances; and

WHEREAS the Building Community Resilience Model (Ellis & Dietz, 2017) provides an evidence-based pathway to achieving the benefits of cross-sector efforts including improved well-being and chances for future success for both parents and children and significant fiscal savings as children move from costly care, and county oversight, to being cared for and nurtured by their parents; and

WHEREAS no parent or caregiver acting on their own, nor any single agency or service provider can achieve what a high-performance partnership acting in collaboration can effect, and community-wide challenges require community-wide solutions; and

NOW THEREFORE, BCR Partners agree to the following:

- The **NAME OF COUNTY OR COMMUNITY** BCR Cross Sector Partnership will pursue coordinated, collaborated efforts to strengthen the community by the undersigned agencies and individuals with the cross-system goal of a healthy, thriving community that fosters the ability of children and families to be safe and well.
- Each partner will identify a champion for BCR from our respective agencies and at least two parents with lived experience to serve on the BCR cross-sector Implementation Team.

- Develop BCR goals and outcomes (with an action plan) that are specific, measurable, achievable, realistic, and time-bound.
- Establish and maintain a BCR administrative infrastructure for oversight, technical support, funding, and evaluation of outcomes for community resilience building efforts.
- Orient our staff to the BCR Model and the roles of our respective agencies.
- Meet at least monthly for check-ins to review progress of the BCR cross-sector partnership.
- Inform other stakeholders about the advantages of BCR for all community residents.

IN WITNESS HEREOF, the undersigned authorize this agreement to remain in effect until terminated in writing by one or more parties.

NAME OF ENTITY MEMBER 1 (i.e., ABC Family Resource Center)

By: TYPED NAME OF REPRESENTATIVE & SIGNATURE (i.e., Jane Smith)

Date:

NAME OF ENTITY MEMBER 2

By: NAME OF MEMBER

Date:

NAME OF ENTITY MEMBER 3

By: NAME OF MEMBER

Date:

NOTE: Continue as needed for additional members.

TOOL

3

Leadership Self-Assessment

The Leadership Self-Assessment prompts personal reflection about the essential behaviors of collaborative leaders. It was designed to be used by individual leaders to assess collaborative leadership capacity. The results can be used by individuals to increase understanding of collaborative concepts and strengthen leadership capacity, and as a foundation for a personal learning plan. In addition, several leaders within the BCR cross-sector partnership might complete the assessment, share results and work together to ensure that all roles are present for the success of the collaborative. Continued focus on these skills can lead to more effective outcomes, more productive relationships, and deeper contributions to the collaborative process.

Step 1: Select the rating that best reflects the degree of confidence you have in your ability to act in each of the roles described.

Step 2: Self-reflect on the following questions to focus on areas of strength and for improvement.

What are your strengths as a collaborative leader?

What are your most important areas for improvement?

What step(s) will you take to build on strengths and improve in the areas listed above?

Leadership Self-Assessment

	Leadership Roles and Responsibilities	Not Able					Very Able				
		1	2	3	4	5	1	2	3	4	5
Visionary	Maintain and articulate a vision for the community and collaborative; inspire action by creating conditions for a shared vision influenced by multiple stakeholders	1	2	3	4	5	1	2	3	4	5
Trust Builder	Ensure that opportunities for participation are open to all stakeholders; establish common agreements in the early stages of the collaborative	1	2	3	4	5	1	2	3	4	5
Entrepreneur	Seeks opportunities in the surrounding environment to expand the partnership, locate resources and build commitment	1	2	3	4	5	1	2	3	4	5
Champion	Speaks publicly (along with others) to promote the collaborative efforts	1	2	3	4	5	1	2	3	4	5
Manager	Maintains oversight of the day-to-day work and is accountable to the collaborative governance structure; utilizes, analyzes and interprets data	1	2	3	4	5	1	2	3	4	5
Strategist	Create the structure for systems thinking, collaboratively developing a strategic plan which includes goals, actions, barriers, objectives, and timelines	1	2	3	4	5	1	2	3	4	5
Joint Ownership	Create processes that share power by ensuring that stakeholders have an equal say in decision making and responsibility for outcomes in a culturally appropriate way	1	2	3	4	5	1	2	3	4	5
Content Expert	Use assessment tools to systematically understand the strengths and issues in the community	1	2	3	4	5	1	2	3	4	5

Looking Ahead: Sustaining Community Resilience

Now that there is a strong coalition of cross-sector partners in place, substantial progress can be made in engaging each other and the community to foster a high level of resilience in the face of adverse community environments, while at the same time promoting health and well-being. The final installment of the Building Community Resilience Toolkit series, **Volume IV**, will lay out the building blocks of sustainability and describe what is needed to develop and maintain each component. It also provides working tools to assist partners to plan for and sustain more verdant community environments that build resilience and support health and wellness for all.

Cross-Sector Partners Key Concepts

Sector

A group of stakeholders that are similar in a community, e.g., philanthropy, business, government, universities, nonprofits, etc.

Cross-Sector Partnerships

Dynamic, mutually beneficial, reciprocal relationships among entities that share resources, responsibilities, authority and accountability (National Academy of Public Administration, 2003). These relationships create widespread change through far-reaching connections with communities.

Trust

An element of a successful partnership. It enhances sustainability, creates an open conversation regarding perspectives, and reduces conflicts over power.

Shared Power

Shared power means “power with”, in contrast to “power over.” In “power with”, or shared power, all partners recognize the value, strengths and capacity brought to the table by diverse members. No one asserts undue power or influence, and no one yields or defers their power or influence in deference to others.

Shared Values

An element of a successful partnership. An understanding is needed between motivations and the mission of the partnership. These documented agreements provide a framework for implementing changes for building community resilience.

Organizational Culture Values

An element of a successful partnership. These values come directly from the structure and procedures of an organization and its partners. Communication is a key organizational value as it warrants collaboration, thereby increasing capacity for change.

Joint Resource Development

An element of a successful partnership. Based off shared values, resource development stems from fiscal, administrative, or material strengths that allows partnerships to build off one another’s assets.

Integrated Learning Systems

An element of a successful partnership. A cohesive, interactive system is required for the larger environment of the partnership. Community partners have varying levels of power and efficacy, leading to diversity in viewpoints. Integrating these systems makes it easier to address the complexities of building community resilience.

System Accountability Structure

An element of a successful partnership. Community partnership infrastructure must be developed and agreed upon so that partners can hold one another accountable. Without this accountability, individuals will make inconsistent changes in the community, defeating the overall mission.

Leadership

An element of a successful partnership. Success comes from a leader’s commitment and experience. This competency aids in collaboration with partners where the leader is present, transparent, and trustworthy.

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