

## National Forum on Youth Violence Prevention Sustainability Capacities Resource List

The National Forum on Youth Violence Prevention intends to change fundamentally the way youth violence is addressed in cities across the country. To achieve its mission, site leaders must work to sustain and embed core Forum strategies of creating multidisciplinary partnerships, coordinating resources, and sharing data in day-to-day policies and practices at the federal, state, and local levels.

Working with local partners, the Forum has defined the sustainability of its effort as *the endurance of systems, policies, and practices that prevent youth and gang violence and promote positive youth opportunities in our communities*. Notably, sustainability will require both public and private partners—including law enforcement, education, public health, private philanthropy, juvenile justice, and faith-based organizations—to change the way they do business and improve outcomes for youths and their families. Moreover, the perspectives of youth and community residents affected by violence will be critical to determining how the community systems, policies, and practices must improve.

Eight capacities are necessary for sustaining the Forum’s work in communities. These capacities will help site leaders implement the complex, multidisciplinary collaboration necessary for success. The Forum federal partner agencies, and other public and private funders, will need to intentionally work with sites to build and strengthen the sustainability capacities.

Following is the list of the eight capacities with a few selected resources to help sites begin the capacity-building process.

### ***1) Develop and Articulate a Shared Vision of Success, Including the Scale and Scope of That Vision***

#### ***U.S. Department of Justice Collaboration Toolkit: Shared Vision and Common Goals***

This resource outlines five steps to developing a shared vision: a) plan a vision statement meeting, b) invite stakeholders, c) identify a facilitator, d) conduct the meeting, and e) keep the vision statement visible.

[http://www.cops.usdoj.gov/html/cd\\_rom/inaction1/pubs/Collaborationtoolkit/Section4SharedVisionandCommonGoals.pdf](http://www.cops.usdoj.gov/html/cd_rom/inaction1/pubs/Collaborationtoolkit/Section4SharedVisionandCommonGoals.pdf)

#### ***How to Partner for Impact: The Nuts and Bolts of Aligning Collective Impact Initiatives***

This blog discusses how to get started when aligning community initiatives, including considering why you are considering alignment, discussing a range of alignment options, being clear on what it takes to manage aligned initiatives, and documenting decisions and anticipating their impact. The blog links to a more extensive Webinar and other resources.

<http://collectiveimpactforum.org/blogs/1616/how-partner-impact-nuts-and-bolts-aligning-collective-impact->



<http://vetoviolence.cdc.gov/index.php/evaluation/>

***Learning in Action Evaluating Collective Impact***

This article describes how successful collective impact initiatives embed evaluation in their DNA and use it to make better decisions about the future.

[http://ssir.org/articles/entry/learning\\_in\\_action\\_evaluating\\_collective\\_impact](http://ssir.org/articles/entry/learning_in_action_evaluating_collective_impact)

***Youth Participatory Evaluation***

This resource describes youth participatory evaluation (YPE), an approach that engages young people in evaluating the programs, organizations, and systems designed to serve them. Through YPE, young people conduct research on issues and experiences that affect their lives, developing knowledge about their community that can be shared and put to use.

[http://www.actforyouth.net/youth\\_development/evaluation/ype.cfm](http://www.actforyouth.net/youth_development/evaluation/ype.cfm)

***Education Development Center: How Do We Build for Success? Implementation & Sustainability Checklist***

This two-page checklist lays out measures for preparation, implementation, and sustainability.

<http://www.promoteprevent.org/sites/www.promoteprevent.org/files/resources/How%20Do%20We%20Build%20for%20Success%20-%20Implementation%20and%20Sustainability%20Checklist.pdf>

***OJJDP National Gang Model Implementation Manual (Chapter 3 Planning for Implementation)***

Planning and implementation must encourage input from a wide variety of community members to build commitment to the plan. This resource includes six steps for an effective program implementation planning process.

<https://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual-Chapter-3.pdf>

***3) Authentically Engage Youth in All Aspects of the Work  
Youth–Adult Partnerships for Change***

Based on research, as well as work with policymakers and practitioners, these resources will be helpful to audiences with a range of experience supporting youths and adults in partnership.

[http://www.actforyouth.net/youth\\_development/engagement/partnerships.cfm](http://www.actforyouth.net/youth_development/engagement/partnerships.cfm)

***Core Principles for Engaging Young People in Community Change***

The principles described in this paper can help build the capacity of organizations and communities to ensure that all youths, particularly those least likely to succeed without help, believe they have the responsibility and resources needed to make their communities better places for themselves, their families, and their peers.

[http://forumfyi.org/files/FINALYouth\\_Engagment\\_8.15pdf.pdf](http://forumfyi.org/files/FINALYouth_Engagment_8.15pdf.pdf)

***Building Effective Youth Councils***

This guide is designed to help states and localities create or strengthen their own youth councils. It synthesizes theory and practice and provides a framework for thinking about youth councils,

explaining the principles for youth action and the importance of youth engagement. It also incorporates advice and lessons from people in the field who have started or currently staff youth councils across the country.

<http://forumfyi.org/content/building-effective-you>

***Youth–Adult Partnership in Public Action: Principles, Organizational Culture, and Outcomes***

This study focuses on how organizations translate principles of youth engagement into practice and build a culture of partnership, as well as the outcomes—for young people, institutions and communities—that can result when they do.

<http://www.readyby21.org/resources/youth-adult-partnerships-public-action-principles-organizational-culture-and-outcomes>

***Incorporating Strategies for Engaging Young People: A Guide for Grantees of the Office of Adolescent Health and the Administration on Children, Youth and Families***

“Three elements are essential for effective youth engagement: establishing a youth-friendly environment, building a sense of belonging, and nurturing a sense of self-efficacy. This document looks at ways that all three elements can be put into place.”

[http://www.hhs.gov/ash/oah/oah-initiatives/teen\\_pregnancy/training/tip\\_sheets/youth-engagement-508.pdf](http://www.hhs.gov/ash/oah/oah-initiatives/teen_pregnancy/training/tip_sheets/youth-engagement-508.pdf)

***Say Y.E.S. to Youth: Youth Engagement Strategies***

“Successful youth engagement emerges from a mutually beneficial relationship between adults and young people. In this type of relationship, adults not only coach young people through projects but also learn from young people while working with them.” This document discusses strategies for sustaining youth interest in community teams and decision-making boards.

<http://extension.psu.edu/publications/agrs-098>

***4) Create a Leadership and Governance Structure to Support the Multidisciplinary Partnership***

***Collaboration for Impact: Build the Collaborative Governance Structure***

This resource discusses how collaborative governance structures can come together, the role of the convener, and the importance of building trust.

<http://www.collaborationforimpact.com/the-how-to-guide/phase-3-organise-for-impact/build-the-collaborative-governance-structure/>

***Leadership and Race: How to Develop and Support Leadership That Contributes to Racial Justice***

This publication explores the ways in which our current thinking about leadership often contributes to producing and maintaining racialized dynamics, and identifies a set of core competencies associated with racial justice leadership. Recommendations are included for helping leadership programs develop and support leadership that furthers racial justice in organizations, communities, and the broader society.

[http://leadershiplearning.org/system/files/Leadership%20and%20Race%20FINAL\\_Electronic\\_072010.pdf](http://leadershiplearning.org/system/files/Leadership%20and%20Race%20FINAL_Electronic_072010.pdf)

***Powering the Future: High-Performing Partnerships***

This report identifies the characteristics of a high-performance partnership and how the approach differs from more traditional cross-sector relationships. It describes how a high-performance partnership works in practice and why many communities are striving to implement one. Through this effort, public, nonprofit, and civic organizations can achieve better and more collaborative outcomes in the delivery of public services.

[http://www.napawash.org/wp-content/uploads/2011/02/03\\_03.pdf](http://www.napawash.org/wp-content/uploads/2011/02/03_03.pdf)

***How Do We Work Together? Building Capacity of Your Partnership***

A partnership must develop certain capacities and strengths as a group, to be able to take on the tasks of implementing shared activities and interventions and resolving the problems that inevitably arise. This tool outlines best practices and steps for implementing effective collaborative leadership.

[http://www.promoteprevent.org/sites/www.promoteprevent.org/files/resources/How%20Do%20We%20Work%20Together-Best%20Practices%20of%20Collaborative%20Leadership\(M\)\\_0.pdf](http://www.promoteprevent.org/sites/www.promoteprevent.org/files/resources/How%20Do%20We%20Work%20Together-Best%20Practices%20of%20Collaborative%20Leadership(M)_0.pdf)

***At the Table: Making the Case for Youth in Decision-Making***

This resource draws on the 60-page report *Youth in Decision-Making* and highlights principal findings on the powerful and positive effects of involving young people in the governance of youth organizations.

<http://www.theinnovationcenter.org/store/109>

***5) Consistently and Effectively Engage Community Stakeholders in the Collaboration***

***Community Tool Box: Encouraging Involvement in Community Work (Chapter 7)***

This resource addresses how to increase participation from the community, how to involve the people most affected by the problem, and how to promote diversity.

<http://ctb.ku.edu/en/table-of-contents/participation/encouraging-involvement>

***Action Brief: Building a Broad Stakeholder Group***

This action brief provides simple, guiding principles for building a broad stakeholder group.

[http://collectiveimpactforum.org/sites/default/files/Stakeholders%20Wheel%20Action%20Brief\\_0.pdf](http://collectiveimpactforum.org/sites/default/files/Stakeholders%20Wheel%20Action%20Brief_0.pdf)

***Ten Principles of Authentic Community Engagement***

This one-page overview provides principles for authentic community engagement.

[https://uwba.org/files/galleries/10\\_Principles\\_of\\_Authentic\\_Community\\_Engagement.pdf](https://uwba.org/files/galleries/10_Principles_of_Authentic_Community_Engagement.pdf)

***Cross-Sector Partnership Assessment***

This free, 10-minute survey helps those engaged in cross-sector partnerships think through the development and progress of their partnership and provides immediate, tailored feedback, tools, and resources to help partners get better results.

<https://www.livingcities.org/resources/300-cross-sector-partnership-assessment>

### ***An Assessment of Program Sustainability in Three Bureau of Justice Assistance Criminal Justice Domains***

Interaction (including face to face) with stakeholders (public officials, including mayors) is important for building trust and rapport and for securing state and local funding.

[http://www.rand.org/content/dam/rand/pubs/research\\_reports/RR500/RR550/RAND\\_RR550.pdf](http://www.rand.org/content/dam/rand/pubs/research_reports/RR500/RR550/RAND_RR550.pdf)

### ***SAMHSA's Strategic Prevention Framework: Step 2, Build Capacity***

“You will need to make a strong and compelling case for why they should devote their time, energy, and resources to the problems you have identified. Increasing community awareness often involves collaborating with key stakeholders who can influence whether your prevention initiative will succeed.... When thinking about collaboration, consider including a variety of organizations or individuals. Champions... may be found in the local media, the legislature, and in faith or business communities. Foster relationships with those who support your prevention efforts as well as with other stakeholders who may not be ready to accept your program.”

<http://www.samhsa.gov/capt/applying-strategic-prevention-framework/step2-build-capacity>

### ***University of Minnesota's Communicating Evaluation Results: Involving Stakeholders***

“It is important to keep in mind the interest and needs of stakeholders when creating, developing, and communicating your results. Additionally, stakeholders may assist the evaluator in communicating and disseminating results.” This link leads to another resource on “participatory evaluation,” which is a framework based on the active participation and partnership of stakeholders.

<https://cyfernetsearch.org/involving-stakeholders>

### ***Building Effective Community Partnerships***

This toolkit is designed to provide ideas and linkages to other resources that will increase the capacity of demonstration projects engaged in systemic reform efforts to bring together organizations and individuals, develop shared goals, and implement strategies to achieve them.

<http://www.ojjdp.gov/resources/files/toolkit1final.pdf>

### ***Model Programs Guide iGuides: School-Based Bullying Getting Stakeholder Buy-in***

Without support from those involved in the effort, there may be barriers to the implementation process that are hard to overcome, and a program may not have the desired impact. This resource includes five “Steps to Take” to garner support from various stakeholders to implement program efforts successfully.

<http://www.ojjdp.gov/mpg-iguide/topics/bullying/StakeholderBuyin.html>

## ***6) Effectively Manage the Operations of a Diverse Community Collaboration to Achieve Shared Goals***

### ***Understanding the Value of Backbone Organizations***

This series of articles provides an in-depth review of what it takes to be a backbone organization, and how to evaluate and support its work.

[http://ssir.org/articles/entry/understanding\\_the\\_value\\_of\\_backbone\\_organizations\\_in\\_collective\\_impact\\_1](http://ssir.org/articles/entry/understanding_the_value_of_backbone_organizations_in_collective_impact_1)

***Collective Impact Forum: Tools for Backbones***

This toolkit includes several tools for establishing the infrastructure of a Collective Impact Backbone, such as a list of sample backbone activities, a working group meeting planning and execution checklist, a sample request for proposals for a backbone organization, and sample backbone position descriptions.

<https://collectiveimpactforum.org/resources/tools-backbones>

***From Vision to Implementation***

This article discusses how collective impact initiatives have effectively created an infrastructure that can discover and execute strategies that lead to positive, sustained change.

<http://www.frbsf.org/community-development/publications/community-investments/2014/march/collective-impact-vision-implementation/>

***Community Toolbox: Cultural Competence in Multicultural World (Chapter 27)***

This toolkit provides information on understanding culture and diversity and addresses what it means to be a culturally competent organization, why it’s important, and how to create one.

<http://ctb.ku.edu/en/table-of-contents/culture/cultural-competence>

***Building Prevention Capacity Through Collaboration***\*

“Working across agencies is an effective means of building capacity for prevention efforts. Collaboration can not only increase a program’s impact but [also] make it more sustainable.”

<http://www.samhsa.gov/capt/tools-learning-resources/building-capacity-through-collaboration>

***7) Secure and Leverage a Broad Range of Financial Resources to Support the Capacities and Functions Needed to Achieve and Sustain the Vision***

***How Public Policy Can Support Collective Impact Efforts***

This paper outlines and provides examples of current policies, governmental structures, and processes that help partnerships achieve collective impact.

<http://collectiveimpactforum.org/sites/default/files/How%20Public%20Policy%20Can%20Support%20Collective%20Impact.pdf>

***Financial Sustainability for Nonprofit Organizations***

This literature review identifies key themes and findings that may inform operations and decision-making related to improving sustainability in such organizations. It discusses key challenges of financial sustainability for nonprofits, such as overreliance on external funding sources, demonstrating value and accountability to funders, and promoting community engagement and leadership, as well as promising practices for meeting these challenges and achieving financial sustainability.

[http://www.rand.org/pubs/research\\_reports/RR121.html](http://www.rand.org/pubs/research_reports/RR121.html)

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\*A video resource.

***Building Capacity for Better Results: Strategies for Financing and Sustaining the Organizational Capacity of Youth-Serving Programs***

This strategy brief discusses four approaches that leaders of youth-serving nonprofit organizations can pursue to help support and strengthen their organizational capacity: a) build accurate overhead rates into contracts and grants, b) access funding to directly support capacity building, c) access technical assistance to support or improve organizational capacity, and d) form partnerships to share administrative services. The brief highlights the experiences of youth-serving nonprofits in using these strategies to build their own organizational capacity.

<http://eric.ed.gov/?id=ED512332>

***Community Toolbox: Generating, Managing, and Sustaining Financial Resources (Chapters 42–44)***

This toolkit addresses how community organizations can develop a financial sustainability plan and improve their ability to garner financial and other resources.

<http://ctb.ku.edu/en/table-of-contents>

***Recommendations for Administrative Flexibility: Supporting Interagency Efforts to Reconnect Disconnected Youth***

This White House paper outlines some of the existing barriers to comprehensive efforts to support disconnected youth. It also offers some sensible steps federal policymakers can take to make it easier for providers in communities.

<http://www.readyby21.org/resources/policy-paper/recommendations-administrative-flexibility-supporting-interagency-efforts>

***OJJDP National Gang Model Implementation Manual (Chapter 10 Evaluation and Sustainability)***

It is a common perception that evaluation occurs after a project ends. In reality, data collection should be built into the project design and should be ongoing for evaluative purposes so it can shape sustainability for the life of the project. This resource outlines the kinds of data communities should plan to collect, and how data can be used to show project effectiveness and to ensure that the project is serving the proper target population.

<https://www.nationalgangcenter.gov/Content/Documents/Implementation-Manual/Implementation-Manual-Chapter-10.pdf>

***8) Nimble Adapt to and Strategically Influence the Changing Context in Which You Operate***

***The Strategic Plan Is Dead; Long Live Strategy***

In today's fast-changing world, why freeze your strategic thinking in a 5-year plan? This article discusses how to be strategic within a constantly changing environment.

[http://ssir.org/articles/entry/the\\_strategic\\_plan\\_is\\_dead\\_long\\_live\\_strategy](http://ssir.org/articles/entry/the_strategic_plan_is_dead_long_live_strategy)

***Ready by 21: Policy Alignment Series***

The Ready by 21 Policy Alignment Series helps policymakers ensure that new child and youth policies align with existing efforts to create a seamless system of supports. The series can be used to inform any policy that creates a funding stream related to children and youth, no matter what specific topic it addresses (e.g., education or youth employment or juvenile justice) and no matter what form it takes (e.g., a legislative statute, an executive order, or an agency or foundation Request for Proposals).

[http://www.readyby21.org/sites/default/files/Policy\\_Alignment\\_Series\\_Introduction\\_0.pdf](http://www.readyby21.org/sites/default/files/Policy_Alignment_Series_Introduction_0.pdf)

### ***The Policy Scan in 10 Steps***

This guide briefly describes the process used to conduct the policy scan in Connecticut and how it can be replicated in other states and organizations. Those who can benefit from conducting a policy scan include not only public health professionals but also policy advocates, nonprofits, and community organizations from different sectors.

<http://collectiveimpactforum.org/resources/policy-scan-10-steps>

### ***How Public Policy Can Support Collective Impact***

Drawing on interviews with policymakers, extensive secondary research, and experiences in the policy sphere, this article discusses public policies that support the five conditions of collective impact and ways that government structures, processes, practices, and mindsets can enable and sustain those "collective impact friendly" policies.

<http://collectiveimpactforum.org/resources/how-public-policy-can-support-collective-impact>

### ***Community Toolbox: Organizing for Effective Advocacy (Chapters 30–35)***

This toolkit provides information on advocacy principles, advocacy research, providing education, direct action campaigns, media advocacy, and responding to opposition.

<http://ctb.ku.edu/en/table-of-contents>