Implementing the Communities That Care Operating System

STEP ONE: STRATEGIC CONSULTATION
The consultant will work with the steering committee designated to outline a work plan and time line for CTC training and technical assistance. This consultation is designed to assess your community's current readiness for CTC and to document milestones and benchmarks that have already been achieved, in order to ensure that the CTC effort builds on, and does not duplicate, existing prevention planning efforts. In addition, the consultant can help identify and address barriers to implementation, including readiness issues, and help ensure coordination of the CTC process with other prevention and youth development initiatives. The consultant can also help determine where to house the CTC effort, engage reluctant or resistant stakeholders, clarify the definition of the community, and work with state or provincial agencies.

Coordinator Training: 2-day training to prepare community coordinators to successfully implement the CTC system.

STEP TWO: COMMUNITIES THAT CARE TRAININGS & TECHNICAL ASSISTANCE
(see details below for more information)

Training	Key Learnings
Key Leader Orientation	• Overview of Prevention Science – the importance of thinking upstream and addressing the predictors of youth problem behaviors so the community can help keep their youth out of trouble and direct them towards positive and productive futures.
Community Board Orientation	• Overview of Prevention Science • skills necessary for creating a high-functioning, collaborative team • phases, key outcomes, and benefits of the CTC process • creation of committee structure and development of tasks and timelines for each
Community Assessment Training	• Prepares the Risk and Protective Factor Workgroup to collect and interpret community-specific baseline data for developing and monitoring desired outcomes • Identifies 1-4 risk and protective factor priorities on which the Action Plan will be focused
Community Resource Assessment Training	• Prepares the Resources Assessment and Evaluation Work Group to inventory & assess existing programs and services that address the identified priority risk and protective factors • Prepares this workgroup to identify important gaps in services that need to be addressed
Community Plan Training	• Facilitates the entire Community Coalition in utilizing the priority risk and protective factor results and the resource assessment results to decide on essential components of a Community Action Plan.
Community Plan Implementation Trainings	• Prepares the Community Coalition with the skills and resources necessary to implement the Community Action Plan with fidelity • Prepares program staff to monitor implementation fidelity and participant outcomes

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COORDINATOR TRAINING
Who: Staff hired to coordinate the CTC effort in their community.

What: 2-day training event
Community Coordinators will learn about:

- The Communities That Care system and their role in CTC
- the key phases and tasks involved in the installation of the CTC system
- how to effectively communicate about CTC and the research foundation to various community stakeholders
- steps to move their community through each of the CTC Phases, and tools to help in each phase

Results: Key outcomes of this training include:

- Community Coordinators gain knowledge and skills to support their communities through the CTC process
- Effective meeting and team development skills, including tools for conflict management
- Clear action steps for moving successfully through Phases One and Two

KEY LEADERS' ORIENTATION

Who: Community leaders representing business, education, the faith community, elders, government, health, law enforcement, media, parents, social services, youth, and other stakeholder groups. Key Leaders are those individuals in a community who control resources, affect policy, and/or influence public opinion. To accommodate the schedules of busy leaders, the key leaders' orientation can be scheduled for between two and four hours. Additionally, individual one-on-one meetings with high-level leaders who are unable to attend the group session may be scheduled before or after the group orientation.

What: 2-4 hour training event
Key Leaders will learn about:

- Prevention Science – the importance of thinking upstream and addressing the predictors of youth problem behaviors so the community can help keep their youth out of trouble and direct them towards positive and productive futures. This includes:
    - the protective factors that buffer young people from exposure to risk and promote healthy youth development
    - the risk factors that increase the likelihood that young people will become involved in underage drinking, substance abuse, delinquency, teen pregnancy, school dropout, and violence
- the key phases and tasks involved in the installation of the CTC system
- the roles and responsibilities of each of the stakeholder groups.

Results: Key outcomes of this training include:

- a shared vision for the future of the community's youth
- an understanding of prevention science
- a definition of the community to be mobilized
- development or designation of a 15- to 30-member Community Coalition
- clarification of the role and structure of the leadership group.

COMMUNITY BOARD ORIENTATION

Who: Members of the Community Board designated or developed by the Key Leaders Group. The Community Board should represent all of the stakeholder groups in the community, including youth, parents, service providers, local government, law enforcement, education, the faith community, elders, business community, media, recreation, health, mental health, and social services.

What: 1.5-2 day training event

Content. This orientation provides an overview of the research foundation, the CTC process, the roles of the various stakeholders and creates an organization structure for the Community Board. Participants will learn about:

- the research foundation of the CTC prevention planning system
- the phases, key outcomes, and benefits of the CTC process
- the roles and responsibilities of the various stakeholder groups.

Skills: Participants will develop skills necessary for creating a high-functioning, collaborative team, including:

- leadership skills
- organizational development
- group dynamics
- effective group decision-making and consensus-building skills
- problem-solving skills.

Framework: In addition, the Coalition will learn how to become effective and sustainable by applying the principles of the Social Development Strategy—the foundation of the community process for promoting the healthy development of youth.

Results: Key outcomes:

- Coalition member knowledge of the prevention science research base and how that research is utilized in CTC
- Coalition member ability to educate other community members about prevention science
- an effective and sustainable organizational structure for the Coalition
- the creation of 4-6 subcommittees or work groups to complete key tasks
- action plans and time lines for work groups

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COMMUNITY ASSESSMENT TRAINING

Who: Risk and Protective Factor Assessment Work Group established at the Community Coalition Orientation. This group is typically made up of 5-15 self-identified members. It is responsible for creating the data profile of community-specific problem behaviors, risk factors, and protective factors. The Community Coalition will use the data profile to select priority risk factors and protective factors on which to focus the long-range strategic plan.

What: 1-day training event. Participants learn a systematic process for collecting and analyzing validated local indicator data, including survey data collected on problem behaviors, risk factors, and protective factors, as part of a comprehensive profile of their community's strengths and challenges. Communities learn to organize and analyze the information they collect, allowing them to examine local trends and compare their data to national norms. They also learn how to present the assessment data to various stakeholder groups who will be involved in the planning process.

Results: Key outcomes:

- 1-4 identified risk and protective factor priorities on which the Action Plan will be focused
- a community assessment report
- community-specific baseline data for developing and monitoring desired outcomes
- a strategy for communicating profile data to key stakeholders.

COMMUNITY RESOURCES ASSESSMENT TRAINING

Who: 1-day training event. Resources Assessment and Evaluation Work Group established at the Community Coalition Orientation. This work group, typically 5-20 self-identified members, is responsible for completing an inventory and assessment of existing community resources that address the identified priority risk and protective factors.

What: This training prepares the Resources Assessment and Evaluation Work Group to inventory existing programs and services that address the identified priority risk and protective factors. It also prepares the work group to assess those programs and services using a structured set of program assessment criteria. The inventory and assessment process helps the community work together to strengthen the ability of programs to reduce risk and enhance protection, identify areas of program duplication or overlap, and acknowledge current community strengths. Participants will also learn how to identify gaps in the current comprehensive approach in preparation for identifying tested, effective programs and strategies to implement.

Results: Key outcomes:

- an action plan for completing a resource inventory and assessment
- a strategy for educating service providers about the CTC prevention planning system and engaging them in the CTC process
- a strategy for communicating the resources assessment profile to key stakeholders.

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COMMUNITY PLANNING TRAINING

Who: The entire Community Coalition

What: 1.5-2 day training event. Use the priority risk and protective factor results and the resource assessment results to create a Community Action Plan. Participants will develop measurable immediate, medium-and long-term measurable outcomes and select tested, effective approaches to achieve those outcomes and address priorities by filling identified gaps. They will also learn how to plan, monitor, and evaluate their efforts.

Results: Key outcomes:

- measurable desired outcomes based on the community data profile
- an action plan for selecting tested, effective programs to strengthen and enhance the current response to priorities
- a work plan and time line for writing a focused community action plan
- an evaluation plan for monitoring program- and community-level outcomes, and modification of the plan as needed
- a strategy for educating and gaining support from key stakeholders on the Community Action plan

COMMUNITY PLAN IMPLEMENTATION TRAINING & FUNDING/SUSTAINABILITY WORKSHOP

Who: Individuals who attended the Community Planning Training, as well as others identified by the Community Coalition who will be involved in implementing and evaluating the Community Action Plan. Funding workshop is attended by the Funding Workgroup.

What: 1-day training event. This training is divided into two ½ day sessions. The first helps ensure that the Community Coalition has the skills and the detailed plan necessary to implement the Community Action Plan with fidelity. The second session focuses on creating a plan to ensure adequate resources to sustain the CTC planning system's effort.

Results: Key outcomes:

- detailed implementation and evaluation plans for each strategy contained in the Community Action Plan
- mechanisms for ensuring high-fidelity implementation of tested, effective programs, policies, and practices
- a sustainability plan for both programs, policies and practices to be implemented as part of the Community Action Plan as well as for the CTC coalition

COMMUNITY PLAN IMPLEMENTATION TRAINING - 2

Who: Staff who will be involved in implementing planned prevention programs, policies and practices, as well as Community Board members who will be involved in overseeing implementation and evaluation of the Community Action Plan.

What: ½ to 1-day training event. This training helps ensure that program implementers have the tools, skills and resources necessary to implement each selected program or strategy with fidelity and to monitor program implementation and participant outcomes.

Results: Key outcomes:

- staff will understand importance of, and mechanisms for ensuring high-fidelity implementation of tested, effective programs, policies, and practices
- procedures for monitoring high-fidelity implementation of tested, effective programs, policies, and practices
- mechanisms & procedures for evaluating the impact of programs on participants (participant outcomes)

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Appendix A

CTC Phase	Associated Training/ Consultation	Recommended Event Participants	Supporting Tools	Purpose of Phase
Phase One	✓ Strategic Consultation ✓ Coordinator Training	Steering Committee and Coordinator Staff hired to coordinate CTC effort	*Tools for Community Leaders* Handouts & worksheets	To develop workplan and timeline, identify the scope of the CTC effort, address readiness issues, develop coalition facilitation skills, and prepare for the KLO/CBO
Phase Two	✓ Key Leaders' Orientation (KLO) ✓ Community Board Orientation (CBO)	• Formal and informal key leaders • Existing or designated 12-30 member representative Community Board	• *Investing in Your Community's Youth* • *Community Board Orientation Participant's Guide*	To orient key stakeholders to the prevention science research base and the CTC process. To enlist ongoing support of key leaders and coalition members for the CTC planning system. To build a high-functioning and sustainable CTC prevention coalition to carry out the CTC process.
Phase Three	✓ Community Assessment Training (CAT) ✓ Community Resource Assessment Training (CRAT)	• Risk and Protective Factor Assessment Work Group (approximately 5-15 people) • Resource Assessment Workgroup (approximately 5-20 people)	• Handouts and worksheets • Copies of existing community-level risk and protective factor survey results • *Communities That Care Prevention Strategies Guide: A Research Guide to What Works*	To collect and analyze community-specific risk and protective factor data and prioritize 1-4 risk and protective factors to serve as the focus of the Community Action Plan. To collect and analyze data on existing resources addressing priorities in order to identify gaps in the existing response.
Phase Four	✓ Community Planning Training	• Community Board Members	• Handouts and worksheets	To develop measurable desired outcomes; select tested, effective programs, policies and practices to achieve outcomes; and plan for evaluation of community-level outcomes. To develop a Community Action Plan.
Phase Five	✓ Community Plan Implementation Training 1 ✓ Funding/Sustainability Workshop ✓ Community Plan Implementation Training 2	• Community Board Members • Potential providers of programs described in the plan • Funding Work Group • Staff designated to implement programs	• Handouts and worksheets	To prepare for implementation of tested, effective programs with fidelity to program models; develop measurable desired outcomes for each program, policy or practice described in the Community Action Plan; develop program-level evaluation plans; and create a sustainability plan. To train program staff in tools and procedures to implement selected programs & strategies with fidelity, and to monitor implementation fidelity and participant outcomes.