PRIMER

CAPACITY

Building Membership, Structure and Leadership

![CADCA logo]
CADCA®

Community Anti-Drug Coalitions of America
National Coalition Institute

CADCA's National Coalition Institute, developed in 2002 by an Act of Congress, serves as a center for training, technical assistance, evaluation, research, and capacity building for community substance misuse coalitions throughout the United States. The Institute developed these primers to serve as a guideline for coalitions navigating the U.S. Department of Health and Human Services Administration (SAMHSA)'s Strategic Prevent Framework (SPF). These primers highlight the CADCA model of prevention and its applied uses to the SPF. Each primer is designed to stand alone and work with others in the series. Research suggests that prevention of substance use and misuse before it starts is the most effective and cost-efficient way to reduce substance use and its associated costs. Coalitions are critical to the success of prevention efforts in local communities. Through your work in engaging key sectors of the community, we can create population-level change and positive, sustainable outcomes that can truly change the world. To learn more about our work, visit the CADCA website, www.cadca.org.

—Arthur T. Dean
Major General, U.S. Army, Retired
Chairman and CEO
CADCA (Community Anti-Drug Coalitions of America)

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INTRODUCTION

Drug-Free Communities Support Program

In 1997, Congress enacted the Drug-Free Communities Support Program (DFC) to provide grants to community-based coalitions to serve as catalysts for multi-sector participation to reduce local substance use problems. By 2018, nearly 2,000 local coalitions received funding to work on two main goals:

- **Goal 1:** Establish and strengthen collaboration among communities, private nonprofit agencies, and federal, state, local, and tribal governments to support the efforts of community coalitions to prevent and reduce substance abuse among youth.

- **Goal 2:** Reduce substance abuse among youth and, over time, among adults by addressing the factors in a community that increase the risk of substance abuse and promoting the factors that minimize the risk of substance abuse. *

*For the purposes of the DFC grant, "youth" is defined as 18 years of age and younger.

The Public Health Approach

Effective prevention efforts focus on impacting the individual, peers, families, and the overall community environment. It is the role of coalitions to reduce substance use in the larger community by implementing comprehensive, multi-strategy approaches using a public health approach to prevention.

Community coalitions use the **public health approach** to look at what substances (the **agent**) are being used by youth and adults (the **host**) in the community and to impact those conditions (root causes in the **environment**) that promote the use of substances and strengthen those conditions that promote and support healthy choices and behaviors.

THE PUBLIC HEALTH APPROACH

The public health approach demonstrates that problems can arise when a **host** (the individual or person using substances) interacts with an **agent** (e.g., the substance, like alcohol or drugs) in an **environment** (the social and physical context in which substance use does or does not occur).
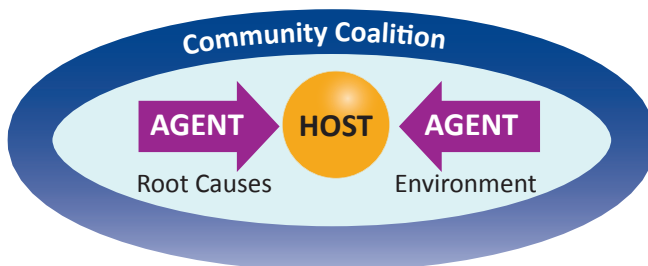
Root causes, also known as risk and protective factors or intervening variables, are those conditions in the community, family, peer group, and school that make it more or less likely a person will use harmful substances. In another ar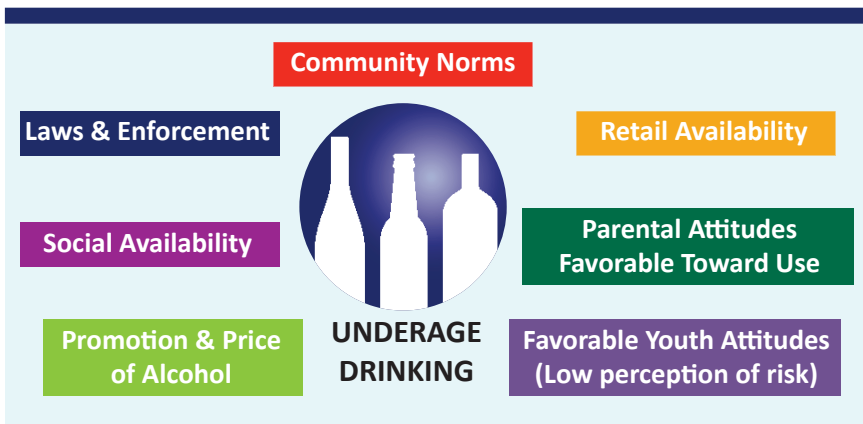ea, consider the risk factors for heart disease. A poor diet is not the only cause of heart attacks, but we know that a poor diet can significantly increase the likelihood you might have a heart attack. Eating healthy foods and exercising are examples of protective factors that can decrease the likelihood of future heart disease. Figure 1 identifies key risk factors for underage drinking. (Note: these root causes/risk factors are discussed in detail in the *Community Assessment Primer*)

Figure 1

Community Norms

Laws & Enforcement

Retail Availability

Social Availability

Parental Attitudes Favorable Toward Use

Promotion & Price of Alcohol

UNDERAGE DRINKING

Favorable Youth Attitudes (Low perception of risk)

Community coalitions are oftentimes one of the only groups in a community that is organized to address the entire community environment in which young people may use alcohol, tobacco and other substances. Many organizations and individuals can impact the individual and address specific aspects of the environment, but the coalition is the only group that is looking COMPREHENSIVELY at the environment, seeking to achieve population-level changes to the entire community.

Approaches that target individual users can reach limited numbers of people. Community-based programs that provide direct services to individuals are important partners in a comprehensive community-level response to substance use. Strategies that focus on the availability of the substance and the entire community environment—although more difficult to implement—are likely to impact many more people. For example, information learned by teenagers who attend alcohol prevention classes at school, while important, these **individual-focused strategies** are limited to those students enrolled in the classes.

Chances of keeping youth from using alcohol are greater if those classes are part of a comprehensive strategy that also includes local ordinances that limit billboards and other advertising near local schools, and community-wide policies that mandate responsible beverage service training as part of the alcohol licensing process. These strategies, when coupled with increased funding for compliance checks and increased fines for violations, ensure that alcohol retailers are less likely to sell to minors and combined, the strategies will have an even greater impact. Such **environmental-focused strategies** target the substance (e.g., the availability of alcohol) and the environment (e.g., implementing policies to reduce youth access). The **role of the coalition** is to identify or coordinate the implementation of these comprehensive strategies.

SAMHSA's Strategic Prevention Framework

The DFC initiative utilizes the **Strategic Prevention Framework** (SPF) developed by the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration (SAMHSA). The SPF's seven elements guide coalitions in developing the infrastructure needed for community-based public health approaches leading to effective and sustainable reductions in substance misuse.

The elements shown in Figure 2 include:

- **Assessment.** Collect data to define problems, resources, and readiness within a geographic area to address needs and gaps.
- **Capacity.** Mobilize and/or build capacity within a geographic area to address needs.
- **Planning.** Develop a comprehensive strategic plan that includes policies, programs, and practices creating a logical, data-driven plan to address problems identified in assessment.
- **Implementation.** Implement evidence-based prevention programs, policies, and practices.
- **Evaluation.** Measure the impact of the SPF and its implemented programs, policies, and practices.
- **Cultural Competence.** The ability to interact effectively with members of diverse populations.
- **Sustainability.** The process of achieving and maintaining long-term results.

To be successful, coalitions leaders and members need to implement each of these elements in their community. Fortunately, all the skills and knowledge do not need to reside in any one individual, but in the coalition members' collective repertoire of skills and knowledge.

Figure 2 displays the key skills and processes that CADCA has identified as essential for a coalition to be successful. The CADCA Primer Series describes each of the SPF elements in detail.

Figure 2

CADCA's Coalition Skills and Processes for SAMHSA's Strategic Prevention Framework

*Sustainability
1. Engage Volunteers and Partners
2. Build a Credible Process
3. Ensure Relevancy
4. Create a Sustainability Plan

*Cultural Competence
1. Commit to Cultural Competence
2. Identify Culture & Diversity in the Community
3. Build Cultural Competence Throughout the SPF
4. Recruit Members to Represent the Culture and Diversity in the Community

Assessment

Evaluation

Sustainability and Cultural Competence

Capacity

Implementation

Planning

Community Assessment
1. Define & Describe the Community
2. Collect Needs & Resource Data
3. Conduct a Problem Analysis for Each Substance
4. Create a Logic Model for Each Substance
5. Update Community Assessment as Needed

Strategic & Action Planning
1. Create a Vision & Mission
2. Write "SMART" Objectives
3. Plan Comprehensive Strategies for Prioritized Local Condition(s)
4. Develop Action Plans for Each Substance's Prioritized Local Conditions and Strategies

Build Coalition Capacity
1. Build Coalition Membership
2. Develop Coalition Structure
3. Cultivate Leadership
4. Identify Training Opportunities

Implementation
1. Prioritize Strategies and Action Plans
2. Obtain Resources
3. Implement Action Plans
4. Ensure Implementation Fidelity

Evaluation
1. Map Data to the Logic Model
2. Document Your Coalitions's Work
3. Tell Your Coalition's Story
4. Develop Data Collection Plan (e.g., every 2 years)

## Building Partnerships for Community Assessment

So why is it important to develop a coalition? The old saying "two heads are better than one" applies. Coalitions made up of a cross section of community members bring diverse perspectives and expertise and help develop a strong group IQ in identifying problems, analyzing data, and developing relevant, culturally appropriate approaches and strategies. Coalitions include a representative mix of the community—including parents, teachers, youth, law enforcement, health care, media, community leaders, religious and fraternal organizations, child welfare, prevention, treatment and recovery providers, and others who reflect the community's diversity—racially, culturally, and linguistically. DFC coalitions are required to include at least 12 prescribed community sectors within their coalitions, but they should not limit themselves to these sectors.

Involving individuals and groups (sectors) builds coalition capacity and increases support for assessment, planning, implementation, evaluation, and sustainability.

The basic idea about coalitions is that "working together can move us forward." That said, collaboration among diverse systems and community members brings numerous challenges, including turf issues, different personalities, group dynamics, power imbalances, and cultural differences. The sooner these issues are addressed—preferably with the help of a good facilitator—the sooner the coalition will be in a position to begin to collaborate effectively.

Sustainability, Cultural Competence and the SPF

The SPF places sustainability and cultural competence at its center as these key concepts must be incorporated into every step. You will find recommendations for incorporating both from the earliest stages of coalition development through evaluation.
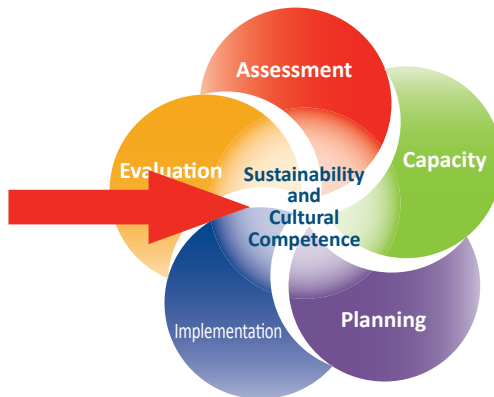
Cultural competence is a point on a continuum with several guiding principles that enable coalitions to have positive interactions in culturally diverse environments. Some key principles include:

- **Each group has unique cultural needs.** Your coalition should acknowledge that several paths lead to the same goal.
- **Significant diversity exists within cultures.** Recognize that cultural groups are complex and diverse; do not view them as a single entity.
- **People have group and personal identities.** Treat people as individuals and acknowledge their group identities.
- **The dominant culture serves people from diverse backgrounds in varying degrees.** Coalitions must recognize that what works well for the dominant cultural group may not work for members of other cultural groups.
- **Culture is ever-present.** Acknowledge culture as a predominant force in shaping behaviors, values, and institutions.
- **Cultural competence is not limited to ethnicity, but includes age, gender, sexual identity and other variables.**

As coalitions build capacity to implement the SPF, it is critical to consider and address cultural competence at every stage of the SPF to optimize the coalition's outcomes. Learn more about cultural competence and sustainability through the Institute's *Cultural Competence* and *Sustainability Primers*, available in PDF format on the CADCA website: www.cadca.org/resource-types/primer

Sustainability requires creating a strong coalition that brings together a community to develop and carry out a comprehensive plan to effectively address a relevant problem over the long haul. While long-term sustainability must include a focus on funding, it depends on much more than maintaining sufficient fiscal resources.

Sustaining a coalition over time also requires a combination of non-financial resources from the initiative itself and the broader community. Necessary internal resources include: leadership from management and board members; access to technical expertise from within the organization; and existence of strong administrative and financial management systems. Critical external resources include: support from policymakers, the public, or other key stakeholders; access to technical expertise from outside the organization; and engagement of community-based organizations, parents or other community members. A coalition must continue to build and sustain its capacity in these areas to support prevention efforts and reduce substance use. This means that when we build coalition capacity, we are also building coalition sustainability to continue the work over the long term.

A Brief Look at Capacity Building – Form Follows Function

The definition of Capacity Building is "increasing the ability and skills of individuals, groups and organizations to plan, undertake and manage initiatives." Coalitions capacity building enhances the ability of coalition members, individuals, groups and organizations to respond to current and future issues and substance use problems in the community.

It is important to understand that a coalition is a living entity – its membership, organization and leadership **(FORM)** will evolve and change over time based on the work, the strategies and activities **(FUNCTION)** in which the coalition is currently engaged and the current time and plans to do in the near future.

This is the concept called **"form follows function."** How the coalition operates is based on the work it is doing. Therefore, as the work of a coalition changes over time, it is not unusual for a coalition to change as it develops and responds to local conditions or external circumstances. In summary, successful coalitions constantly change to do the work necessary to achieve the coalition's vision.

This *Coalition Capacity Primer* is designed to provide community coalitions clear guidelines for building the capacity needed to develop and carry out a comprehensive community plan to reduce substance use. While all coalitions need similar kinds of capacity to engage partners, stakeholders, and populations, maintain high levels of commitment, and organize their work effectively, how the coalition builds the capacity will be unique to each coalition.

This primer examines three key areas of coalition capacity: membership, organizational structure, and leadership. Each chapter provides information about:

- **Why** that type of capacity is important and what building it means for your coalition.
- **What** you need to know about the key areas.
- **What** your coalition needs to do to build and maintain capacity in that area.
- **What** products you need to develop to facilitate progress in building capacity.

Other primers in this series focus on the "outer" work of your coalition—that is, what specific activities it will need to do to assess, plan, implement and evaluate effective prevention strategies in the community. This *Coalition Capacity Primer* turns an eye inward, to what your coalition needs to **do** and **produce** to make those activities effective.

Finally, we encourage coalitions to think comprehensively, even when they may not be able to act comprehensively at that time. In coalition building, "form follows function." Your community is engaged in developing an effective

coalition and mobilizing residents for the central goal of reducing substance use and related problems. Consequently, you should not try to force your coalition structure to match another group's organization plan, rather, develop a coherent organizational structure that is strong and big enough to bring about population-level change in your community.

CHAPTER 1.
Building Coalition Membership

By forming a coalition to tackle the issue of reducing substance use and related problems, your community has asserted a commitment to increasing public health and well-being.

Coalitions can be a very powerful approach to (1) harness local resources and (2) implement the kinds of multidimensional solutions that match the level of complexity of substance use issues in local communities. Running a successful coalition is a complex task. Like many organizations, coalitions have missions and goals for their work. However, unlike many non-profit and for-profit organizations, coalitions distribute their planning, resources, and activities across multiple stakeholder groups— all **volunteers** of the coalition — each with its own agendas, priorities, constraints, and way of doing business. The coalition represents a nexus of these different organizations around a particular issue or focus. The stronger this nexus, the more impact your coalition can have in the community.

Everything that happens in coalition work occurs because people and organizations volunteer their time, energy, skills, resources, and expertise to accomplish the work of the coalition. As such, members are your coalition's most important resource. In addition, members provide the vital link between the coalition, their own organizations, and other stakeholder groups with which they work.

What Does it Mean to be a "Coalition Member?"

The work of the coalition includes a variety of different functions including: involvement in assessment and planning efforts; participation in implementing coalition strategies; and leading efforts to build coalition capacity. Each of these aspects of coalition work provides an opportunity for involvement, and as such, different ways to be a coalition member.

Whether a person or organization participates on the coalition steering committee, regularly attends coalition meetings, serves on a sub-committee or work group, or contributes resources to a coalition event – they can be considered a **coalition member**.

The task of building coalition membership therefore, becomes one of finding the right match between an individual or organization's interests, skills, and resources with the work or activities of the coalition. This notion requires the coalition to clearly articulate what work the coalition is doing, and then recruit the right **mix of stakeholders** to engage in doing that work. Consequently, as the work of the coalition changes, the appropriate mix of stakeholders for a

community's coalition can also be expected to change over the course of the coalition's work.

In order to ensure that coalitions recruit and engage individuals and organizations from a variety of different aspects of the community, coalitions are encouraged to have a minimum of **12 sectors** involved in their coalition. Applicants for the DFC Grant are asked to have each sector representative sign a Coalition Involvement Agreement (CIA) to clarify their individual roles and responsibilities. This approach ensures the involvement of representatives from important community organizations and institutions. These different sectors of the community provide unique perspectives on substance use and related problems. Sectors such as youth, parents, youth-serving organizations, substance use treatment providers, and law enforcement officials each play valuable roles in leading and supporting the work of the coalition. In addition to these sectors, individuals and organizations representing particular constituencies, such as diverse cultural groups or geographic areas within the larger community, play a valuable role in the coalition.

> **DFC coalitions** must include a minimum of one member/representative from each of these 12 community sectors:
>
> - Youth (persons ≤ 18 years of age)
> - Parents
> - Business community
> - Media
> - Schools
> - Youth-serving organizations
> - Law enforcement agencies
> - Religious or fraternal organizations
> - Civic and volunteer groups
> - Healthcare professionals
> - State, local, or tribal governmental agencies with expertise in the field of substance use
> - Other organizations involved in reducing substance use

Targeted Recruitment

Targeted recruiting entails **"getting the right person to the right meeting at the right time."** This means that coalition members are recruited to fill certain roles and/or to participate in specific coalition tasks. Recruiting individuals and organizations to become involved in the work of the coalition involves several key steps:

1. Identify the work to be done by the coalition.

2. Determine the skills, knowledge and resources needed to do the work.

3. Identify which individuals and/or organizations can be recruited to do the work.

4. Recruit new (and existing) members to do the work.

Step 1: Identify the work to be done.

The first step is to determine the "work to be done," and is based on the specific elements of the SPF in which the coalition is currently engaged. The coalition may be engaged in several elements at the same time. For example, the coalition may be implementing strategies to address underage drinking while also conducting a Community Assessment and Problem Analysis around prescription medication misuse. When the specific tasks to complete these efforts are described in detail, the coalition will have a clear picture of what resources will be needed.

Identifying the work to be conducted by the coalition involves examining:

- **SPF related assessment and planning** – the coalition may be involved in collecting data needed to develop a logic model and strategic plans for a specific problem that has not already been addressed by the coalition. For example, the process required to develop Strategic and Action Plans to address "vaping" tobacco and other substances will require the coalition to conduct surveys, listening sessions, and other data collection efforts.

- **Current strategic and action plans** – coalitions may be implementing multiple projects funded by different organizations. Each project will have its own strategies and resource requirements.

- **Ongoing capacity building efforts** – the coalition needs specific skills to operate and support its members including training, grant writing, leadership roles, sector representatives, etc.

This step requires the coalition to prioritize the work that needs to be done by members and partner organizations (and supported by the Coalition Coordinator). Coalitions often use a three to six month timeframe for planning purposes. This allows the coalition to examine their Strategic and Action Plans to identify the specific tasks they wish to complete within the next 3 to 6 months. When coalition leaders and members engage in identifying the work that needs to be done by the coalition, they will have greater ownership of the specific tasks and more success recruiting additional members to do the work.

Step 2: Determine the skills, knowledge and resources needed to "do the work."

Identify the specific skills, knowledge, and resources your coalition will need to get its work done most effectively. These might include strong communication skills; expertise in collaboration, planning and decision-making processes; technical expertise on best practice strategies or evaluation; grant writing and/or

resource development experience; knowledge of local policy and politics; project management skills; available space; or volunteers. For example, if a coalition is targeting high school age students and their parents with a public awareness campaign to encourage parent/child conversations about the harmful effects of marijuana, the following skills would be needed:

- Graphic design
- Web design and programming
- Web-based marketing
- Public speaking
- Evaluation
- Event planning
- Prevention messaging for youth and parents

It is highly unlikely that any one individual or organization will possess all these skills. Therefore, the coalition will need to look toward existing and potentially new members to engage to do the work.

Examples of Skills and Resources Needed to "Do the Work"

Skills:

Accounting	Child care
Communications	Computer/technology
Data collection/analysis	Evaluation
Event planning	Filing/office work
Grant writing	Graphic design
Legal	Marketing/advertising
Photography	Public policy/laws
Public speaking	Strategic planning
Training/education	Web design

Resources:

Cash, in-kind	Meeting space
AV equipment	Access to volunteers
Tables/chairs	Computer equipment
Transportation	Supplies
Food/beverages	

Step 3: Identify which individuals and/or organizations can be recruited to do the work.

Once the coalition defines the work to be done, they can then identify who can do the work. It should be clear that the Coordinator cannot and should not do all the work. To identify possible partners and volunteers to engage in the work, the coalition can examine:

- **Other initiatives** that exist in the community – In many communities, individuals and organizations have already organized to plan and implement strategies that address a variety of health and safety issues. Examples include a hospital organizing to conduct a Community Health Assessment, the formation of a suicide prevention coalition, an existing Mothers Against Drunk Driving (MADD) group or a Students Against Destructive Decisions (SADD) may already exist at the local high school. It is important to reach out to each of these initiatives to identify potential ways to collaborate and share resources.

- **Sectors** of the community – As coalitions work to ensure they have adequate representation from the various sectors of their community, the recommended DFC list of sectors can be useful to identify individuals and/or organizations. For example, if a coalition is going to be involved in conducting compliance checks of alcohol sales outlets, then the law enforcement, business, youth, and government sectors would need to be involved. Additionally, recruiting multiple individuals and organizations from the same sector allows the coalition to engage representatives from the diverse cultural and geographic segments of the community.

- **Geographic areas** of the community – a Community Map is a great tool for recruiting new members to work on specific tasks. The map identifies both geographic and cultural diversity in the community that can be referenced when identifying potential new members. For example, if the task is to conduct Environmental Scans at community events in a county, the coalition can look to recruit individuals in each of the communities in the county to scan events in their towns.

- **Culture and diversity** of the "communities within the community" – As discussed throughout the *CADCA Primer Series*, it is critical for coalitions to include representatives from the diverse communities in all their work. Such representation ensures the coalition's work will reflect multiple viewpoints and perspectives from the community. For example, if the coalition is engaged in a data collection effort, representatives from diverse communities can identify whether specific data collection tools and methods are culturally appropriate for their community.

When identifying existing or potential partners to recruit be sure to consider the following:

- **Examine** the list of existing and potential partners and think about their interest in the coalition's success. What types of roles and activities will most likely interest them? How broad is their interest in your coalition's issues? People are more likely to volunteer for work that is meaningful to them.

- **Take time** to discuss differences in language, communication style, attitudes, and traditions of potential coalition members. Expressions sometimes hold very different meanings for members of diverse cultural groups, and health and human service professionals often fail to realize just how much jargon they use— and how confusing this language can be for certain groups (e.g., youth and grassroots leaders).

- **Make** sure each member understands why every other member is at the table and what he/she hopes to accomplish. It is essential that your coalition members view each other as having a legitimate role in the process.

Step 4: Recruit new (and existing) members to do the work.

This concept of **targeted recruiting** allows the coalition to customize the recruiting process in a way that maximizes the potential for the individuals and organizations to say "Yes, I would love to work with the coalition!" Targeted recruiting involves clarifying the:

- Individual/organization to be recruited
- Roles, skills, resources that are being requested of the individual/ organization
- What's in it for me (WIFM) benefits to the individual/organization of their involvement with the coalition.

The actual recruitment can occur in several ways. Coalition leaders and key coalition members (with the support of staff) should plan personal invitations with potential partners. Generally, the most effective method involves building a relationship with the prospective coalition members through a personal, face-to-face meeting.

Overcoming resistance

- **Tailor your message**. Reducing substance misuse has many different benefits, and different stakeholders will value some more than others. Potential members need to understand the value of the coalition's mission and what participating in the coalition can do for them. Prepare different ways of framing the coalition's work, so you can choose the message that will resonate with the person you are recruiting.

- **Create a range of opportunities for involvement**. Coalition membership can be a huge commitment. If certain recruits are reluctant to take on one level of commitment, find other ways to connect them with the coalition's work. For example, they may be willing to join a particular workgroup, assist with specific functions or help out on an individual project or activity.

- **Honor the past**. If your community has a history of successful coalition work, remind people of those successes and talk about how your coalition will proudly follow in those footsteps. If, on the other hand, people are wary of coalitions because of prior failures, acknowledge those concerns and talk about how your coalition will avoid the pitfalls of the past.

- **Have the best person make the "ask."** Are the right leaders holding these conversations? It is important to have an honest conversation about local organizational relationships and politics. Sometimes who asks is just as—if not more—important than what is being asked. Identify which leaders in your coalition are likely to be the most persuasive and which are best to approach particular recruits.

- **Be prepared** for some groups to decline membership in your coalition. One of the hard realities is that many communities have multiple initiatives and coalition efforts working on a myriad of community issues simultaneously. This means that many organization leaders feel they simply are stretched too thin. It is important to be respectful of these concerns.

- **Incorporate** membership recruitment and engagement in your coalition's ongoing efforts to publicize its work, and maintain open communication channels with your community. Achieving a high level of interest and commitment from coalition members and partners requires that they have a clear sense that the coalition is moving forward and making things happen and that they are part of a group that is building a reputation for success and using members' time efficiently. By sharing these messages on a regular basis with the community at large (for example, through newsletters, blogs and local media), your coalition will project a sense of momentum that will help keep existing members energized and make recruiting new members easier.

Retaining Coalition Members

Once you have recruited a solid base of members, it is critical to ensure that your coalition can harness the resources and connections these members represent over the long-term. Unfortunately, even coalitions with a strong array of members can lose out when key members do not remain actively engaged. Successful coalitions recognize that their success hinges on making it easier for the coalition to engage partners and tap their knowledge and resources when needed; and encouraging partners to share what they have to offer in ways that fulfills their own mission and goals. Several strategies exist that your coalition can employ to keep their members engaged.

- **Set** clear expectations. Make sure that each partner knows up front what the coalition expects from them so that they can negotiate what they are able and willing to give of themselves. Individual meetings with members can provide a safe venue for this dialogue. At a more general level, coalitions can set general requirements and expectations for all members, such as attending a certain number of meetings each year, volunteering for at least one committee and supporting group decisions once finalized.

- **Talk** often about the coalition's goals and progress made toward them. Members are more likely to remain active when it is clear that their efforts are necessary and are helping to drive the coalition toward achieving tangible, valued goals. Having both short- and long-term goals will help your coalition members to experience the satisfaction of visible progress and know that they are part of a significant effort to reduce substance use in their community.

- **Identify and work** around barriers to participation. The most obvious barriers are logistical—for example, poor timing of meetings, inconvenient locations, and difficult transportation. Coalition members should talk openly about what meeting times, locations, and structures work best. Members may experience barriers if their organization does not adequately support

participation in the coalition. Members need to know that their employing organizations value the time they spend on coalition work and are willing to balance workloads and schedules so that they can participate fully. Drafting a Memorandum of Understanding (MOU) with participating organizations can ensure more active and formal commitments.

- **Celebrate, honor, and respect** your members' contributions. Often coalitions neglect to publicly acknowledge the contribution of their members. Consider a variety of ways to highlight the work of your members. One approach is to spotlight them in your newsletters, blogs or other outreach vehicles. Many coalitions have annual celebrations in which the multiple contributions of their members receive attention.

Confirm Roles of Sector Representatives. An important aspect of retaining members is to support and reinforce the involvement of the coalition's Sector Representatives. Coalitions also can benefit by periodically reviewing both the coalition's expectations of the Sector Representatives and the Sector Representatives' expectations for involvement with the coalition. During this review the Sector Representatives can review their responsibilities that can include the following responsibilities:

- **Represent** their sector at coalition meetings
- **Serve** as a Sector Representative on appropriate work groups
- **Meet** with and engage Sector Leaders throughout the community
- **Participate** as a Sector Representative of the coalition (or identify others) at community events
- **Provide** training and outreach to other members of the sector in the community
- **Assist** in coalition efforts to develop communication tools targeting the sector
- **Identify and recruit** others from the sector to participate in coalition planning and implementation efforts
- **Facilitate** the identification and selection of a replacement Sector Representative.

Conduct coalition member surveys

Studies have shown that one of the critical reasons that individuals and organizations stay involved with coalitions is that they feel they are actively involved in the work of the coalition, feel their contributions make a difference, and are appreciated for their involvement. One way that coalitions can "check-in" with members to ensure they are appropriately involved and recognized for

their involvement is to conduct membership surveys. Examples of these surveys include:

- **Membership involvement surveys** collect information about the member's involvement in the coalition. These surveys can be useful in conversations with each member about how the member can continue their involvement in ways that benefits both the member and the coalition.

- **Member satisfaction surveys** are used to measure coalition members' satisfaction with their involvement in the coalition and whether the coalition is meeting their expectations for involvement. These surveys may be conducted anonymously.

- **Coalition effectiveness surveys** ask their rating perceptions about the effectiveness of the coalition in achieving its vision and goals. These surveys may be conducted anonymously.

Contact **CADCA's coalition development support team** if you are interested in finding out more about these surveys including examples of each type of survey.

Coalition Membership Survey

Coalition membership surveys can include collecting the following information:

1. Name
2. Contact information (address, phone, email)
3. Title/role
4. Organization name/MOU?
5. Organization contact information (address, phone, email, website)
6. Skills/resources/connections
7. Reasons for getting/staying involved in the coalition
8. Current involvement with the coalition
9. History of involvement with the coalition
10. Involvement in other community organizations/initiatives
11. Other comments

CHAPTER 2.
Develop Coalition Structure

As covered in the previous chapter, having the right members and partners involved in your coalition is essential. However, it is not enough to simply bring members and organizations together. Coalitions benefit from having an organizational structure and processes that are clear and apparent to all members and appropriate to your coalition's work.

Coalitions are unique in the sense that the member engagement in coalition work is **voluntary**. The work of the coalition is distributed among various coalition members and partners, who volunteer their time and resources to achieve the common goals of the coalition. Because of this, your coalition must have its own strong and coherent sense of organization to keep the common strategy on track and ward off the "splintering" effects of individual organizations' directions. In addition, coalitions must be careful to make efficient use of members' time.

Coalition members need to be able to demonstrate to their home organizations that the time they invest in coalition work is well spent or buy-in will be lost. Ensuring that your coalition has the right structures and processes in place can increase your efficiency and effectiveness.

Elements of Coalition Organization/Infrastructure

As coalitions grow and expand their outreach and impact in the community, the coalition organization and infrastructure must also evolve to ensure the organization can maintain their involvement over the long-term. Specifically, addressing coalition organization and infrastructure can include the following elements:

1. Clear roles for coalition members and staff

2. Organizational tools: organizational chart, timeline and by-laws

3. "Action-oriented" coalition

4. Coalition communication

5. Legal and fiscal structures and practices

When reviewing these elements of coalition organization and infrastructure it is important for coalitions to keep in mind that each coalition is unique. How these elements are implemented can vary greatly depending on the following factors:

Age/maturity of the coalition – Typically, when coalitions get started there is less need for job descriptions and organization charts, as the work is initially

being done by a few committed individuals dedicated to addressing substance misuse in their community. As the coalition grows to undertake multiple strategies, engage more sectors of the community, and even obtain a variety of funding – the need for organization and infrastructure will grow to manage all the work and volunteers.

Fiscal agent – Coalitions typically have a fiscal agent (or are their own 501(c)(3) organization) that manages their finances and performs other administrative functions. Each fiscal agent, whether it is a government entity, hospital, school district, non-profit organization etc. may have its own organization, structure, and rules for fiscal management that can impact how the coalition operates.

Funding sources – Different funding sources may impose specific requirements on how the coalition is organized, who is involved in the work, and how the coalition operates its financial management. For example, DFC Coalitions are required to have the involvement of 12 Sector Representatives that must sign a Coalition Involvement Agreement (CIA) clarifying their role on the coalition. Other funders may require by-laws, organization charts, and job descriptions as part of their initial application process.

Preferences of coalition members – Depending on the preferences or the coalition members, some coalitions choose to operate more or less formally than others. For example, one coalition may wish to remain informal and not establish specific job descriptions for members, and conduct their meetings informally, while others will establish job descriptions for committees and members and use Robert's Rules of Order to conduct their proceedings.

In short, there is not one way to run a coalition.

Clear Roles for Coalition Members and Staff

It is important for coalition members and staff to understand their responsibilities and what is expected of them. A coalition, by definition, is "… voluntary, formal agreement and collaboration between groups or sectors of a community…" The voluntary nature of a coalition means that work of the coalition must be planned, organized and owned by the coalition members – and if staff are available – coordinated by coalition staff.

Coalition members consist of all the individuals and organizations that agree to participate, in some way, toward achieving the goals of the coalition. Members may actively participate as members of the steering committee or as participants in a coalition work group. Other members may occasionally attend coalition meetings and/or volunteer to participate in specific events or strategies coordinated by the coalition.

Coalition staff may take the form of full- or part-time staff paid by a grant or organization to work with the coalition. In the absence of paid personnel, "staff" may consist of the one or two individuals who voluntarily choose or are designated by their organizations to lead and coordinate the coalition's efforts. In both cases, the staff shoulder the burdens of administration and coordination of the coalition efforts. Staff should make it easier to leverage the resources members bring to the table. If staff implement direct service programs or execute the plans developed by coalition members, the coalition may not function effectively.

Essential steps for establishing clear roles include:

- Establish coalition **leadership commitment** to establishing clear expectations that the work of the coalition is to be conducted by coalition members with the support of coalition staff.

- Create written **"job descriptions"** for all roles created by the coalition—e.g., members, committee chairs, coalition chairs, treasurer, staff, etc.

- Obtain **members' agreement** on the expectations for active membership— e.g., your coalition might establish a minimum number of meetings that must be attended annually, or members agree to serve on one committee.

Members...	Staff...
• Members participate in coalition efforts to assess and analyze root causes of the problem in the community, develop comprehensive strategies and implement their parts of the identified solutions. • Members leverage resources for change in the community through their professional and personal spheres of influence. For example, a member might serve as a liaison to help implement an inter-organizational prevention effort.	• Staff assists with support for planning, problem solving and information management. • Staff may help prepare meeting minutes, compile reports and facilitate meeting coordination and communication with partners between meetings. • Staff can have a critical role in monitoring the "business" end of coalition work, maintaining accurate records for funding and reporting requirements.

Organizational Tools: Org Chart, Timeline and By-Laws

In order for coalition members to fully "own" the work of the coalition, it is important that they have a clear picture of how the coalition is organized, what it does, and how it operates. An organization chart, timeline, and by-laws provide this crucial **transparency** into the workings of the coalition.
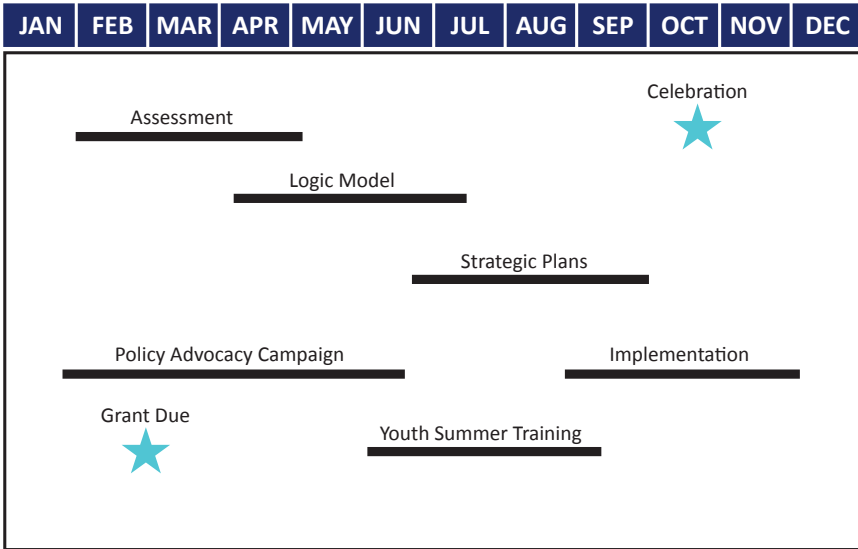
Clear organizational structure is as—if not more—important for coalitions than it is for individual agencies and organizations. Why? Coalition work falls outside the individual accountability structures of member organizations and the extent to which individual members engage in coalition work is voluntary. The work of the coalition is distributed among various coalition members and partners, each with primary allegiance to their home organization or individual interest or need. Because of this, your coalition must have its own strong and coherent sense of organization to keep the common strategy on track and ward off the "splintering" effects of individual organizations' directions. Ensuring that your coalition has the right structures and processes in place can increase your efficiency and effectiveness. An example of an organization chart is provided in the Figure below.
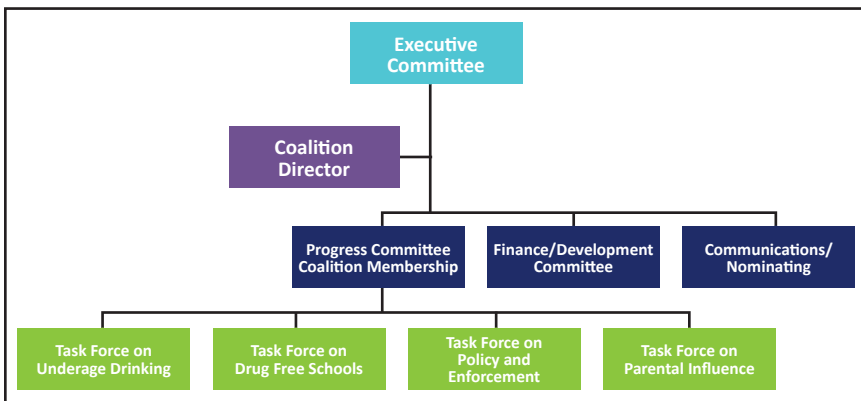
Planning and timelines. Just as the organization chart defines who will do the work, timelines provide the coalition members with a sense of when the work needs to be done. This is helpful because it allows the coalition to examine the resources available (or to be recruited) and provides an opportunity for coalition leaders and members to engage in a conversation about how and when the work will be distributed among coalition members and partner organizations. This allows the coalition to prioritize the work to be done and provides a mechanism for members to be accountable to each other. Another key benefit of a timeline is that it clearly demonstrates that there is too much work for one person (coordinator) and the coalition members must be engaged if the coalition is to accomplish its goals and objectives. Specifically, the timeline can describe:

- SPF-related planning activities such as community assessment, development of logic model, and identification of strategies and evaluation

- Schedule for implementing specific strategies including public awareness campaigns, training events, curriculum etc.

- Grants and reporting deadlines
- Community events in which the coalition can participate or engage in outreach or communication such as county fairs, school district health fares, and other special events.

JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC

Assessment

Logic Model

Strategic Plans

Policy Advocacy Campaign

Implementation

Celebration ★

Grant Due ★

Youth Summer Training

By-laws – There is an old saying that "a contract is only as good as the paper it is written on." The same holds true for establishing the policies and procedures for how a coalition operates. By-laws provide a written description of how the coalition will make important decisions such as:

- How decisions are made (e.g., consensus, majority vote)
- Who makes which decisions (e.g., fiscal, staffing, strategic)
- Description and terms of coalition leadership
- Committee structure
- Members responsibilities and voting requirements

As volunteers and staff will come and go from the coalitions, having these processes in writing supports the sustainability of the coalition by ensuring clarity, consistency and continuity in the coalition.

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Coalition By-Laws - Sample Outline

Article I – Name

Article II – Vision & Mission

Article III – Membership
A. Membership responsibilities
B. Active/inactive membership
C. Voting

Article IV – Executive Committee
A. Overall responsibilities
B. Chair
C. Vice chair
D. Secretary
E. Members at large
F: Staff

Article V – Committees
A. Executive committees
B. Standing committees
C. Ad hoc committees

Article VI – Meetings

Article VII – Financial Administration
A. Fiscal agent
B. Staff
C. Contributions
D. Liability

Article VIII – Decision-making Processes

Article IX – Conflict of Interest

Article X – Amendments

Article XI – Non-discrimination

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"Action Oriented" Coalition

Another key aspect of building coalition organization and infrastructure is in relation to how the coalition communicates and conducts its business. "Action orientation" refers to the extent to which the coalition is seen as making progress on implementing action plans and getting the work done. Coalition members are more likely to stay with a coalition that makes effective use of their time. A coalition can demonstrate an action orientation through the way it conducts it meetings and communicates with coalition members. Examples of how this action-orientation can be achieved can be demonstrated in how the coalition conducts its meetings and by providing clear products and timelines for committees or work groups.

An **"action-oriented" meeting agenda** establishes the mechanism for running coalition and committee meetings that:

- **Engages all coalition members** in discussions and decision making. Time is set aside for small group discussions where all members can share their views on a topic.

- **Is volunteer led** and staff supported. By volunteers running the meeting, coalition leaders model the notion that the coalition decisions and actions are owned by the volunteers and supported by coalition staff. In some coalitions, the staff are not listed as running any items on the meeting agenda.

- **Is action-oriented.** Each agenda item is identified with an action or decision to be made. "Reporting out" and committee updates are limited with the agenda item focusing on decisions and actions needed to move the work forward.

- **Respects participant time.** A time limit is provided to ensure that all action items are addressed thus respecting members who are interested in items later on the agenda.

The following sample agenda describes how each of these elements can be implemented.

Action-Oriented Meeting Agenda

Topic	Time	Who	Actions/Decisions
I.			•
II.			•
III.			•

In addition to action-oriented meetings, coalition communications (meeting agenda and minutes) can identify which actions are planned and which are to be completed by whom and by when. This communicates member involvement and accountability.

Since much of the actual work of the coalition needs to happen between meetings in **work groups or committees,** it is important to establish workgroup structures that allow break down of the work into components that members can tackle together effectively. When establishing committees to conduct specific tasks or events, coalition leaders must:

- **Establish the authority of each committee**. Committee members need to know what decision-making responsibility and authority they have. A workgroup may be directed to identify recommendations for final approval by all members, or given leeway to make the decisions on its own. The coalition must establish clear boundaries for the decision-making authority of each committee.

- **Identify clear products and outcomes the committee is expected to accomplish.** What is the committee tasked to complete (e.g., development of a logic model, implementation of a strategy or conducting a community

event?) In addition, the committee members need to know what resources they have (or don't have) at their disposal. This includes both budget ($) and staff time allotted to the work of the committee.

- **Clarify timelines and level of involvement expected of committee members**. This involves setting a start and end date for the committee's work and the estimated amount of time (number of hours or meetings) that the committee members might expect to invest in the work of the committee.

Coalition Communications

For coalitions to harness the diverse resources of a community toward shared goals, they must enable communication among coalition members and between the coalition and the larger community to facilitate this sort of mobilization.

If your coalition meets monthly for a span of 1½ hours, you will spend a mere 18 hours working together over the course of a calendar year. Clearly, for the real work of your coalition to get done, much needs to happen in between meetings! Open lines of communication among members helps make this possible.

- Share the results of coalition and committee meetings. A coalition's **meeting minutes** represent the most basic and essential form of good inter-meeting communication. Recording and distributing minutes promptly after a meeting ensures that all members have a record of decisions and a reminder of the action steps that require follow up. Meeting minutes that include "next actions" (what will happen and by whom) provide a mechanism for accountability.

- Use email lists, online blogs or other social media to keep information flowing. These tools can serve as announcements and reminders for sharing of information and can update progress between meetings. With proper use, your coalition can save meeting time from sharing updates for more dynamic tasks such as problem solving and planning.

- Maintain open channels with other organizations in the community, community leaders and with the general public. Your coalition will have better success securing resources, maintaining interest, and building partnerships if the broader community knows and understands its work. Examples of methods to ensure ongoing communication include:

  – Identify the **reporter or editorial staff** member at your local paper who covers community issues. Make sure to keep her/him up-to-date on interesting strategies or findings from your coalition's work.

  – Schedule regular **meetings with community leaders**. These meetings periodically provide an opportunity to update the leaders on what the coalition is doing, share the coalition's accomplishments, describe how

the work of the coalition has benefitted the community, and discuss how the leaders and the coalition can work together in the future.

– Publish a regular **newsletter/community briefing** (electronic and/or hardcopy) that provides an update on the work of the coalition and its partners to reduce substance use. These communications can serve to share information about the coalition but to also highlight the community collaboration by recognizing partners and their contributions to the community efforts.

Legal and Fiscal Structures and Practices

In order to maintain its credibility and trust with its partners and the public, the coalition must establish effective legal fiscal structures and practices. Funders and investors want to be confident the coalition is using resources according to sound financial and accounting practices. For many coalitions this work is conducted by a fiscal agent that provides all the accounting, payroll, liability insurance, and other elements required to ensure accountability and meet local, state, and federal accounting standards. The fiscal agent will often apply an "administration" or "overhead" charge for these services.

At some point in their existence, coalitions will consider becoming their own fiscal agent by becoming a 501(c)3 organization. This non-profit designation allows the coalition to accept tax-free donations.

To 501(c)3 or not to 501(c)3?	
PROS	CONS
• Tax exemptions • Limited liability for members and staff • May be easier to apply for and obtain grants and other funding • Existence not tied to individual members or partners • Possible eligibility for discounts on memberships, advertising, and postage	• Organizational overhead: paperwork, record-keeping requirements, and federal, state, and reporting requirements • Filing fees for incorporating as a nonprofit entity • Staff and coalition members may become preoccupied with maintaining the nonprofit and be diverted from the work of the coalition

There are both pros and cons to incorporating as a nonprofit organization—known under IRS guidelines as a "501(c)3" organization. While incorporating gives your coalition a measure of independent function and enables you to apply for and receive funding under your coalition's name, it also carries the burdens of recordkeeping and reporting. Some coalitions attempt to achieve most of the advantages of incorporation—without the distress and cost of registering as a 501(c)3—by partnering with another local nonprofit or public agency as their fiduciary. This can be a highly successful interim approach for smaller coalitions or those in their early stages of development, or when the amount of money that passes through the coalition is small. For some coalitions this partnership arrangement works so well that they never incorporate. However, others find they want or need an independent legal identity.

Regardless of whether your coalition decides to incorporate, you will need to have a clear plan and accounting procedures for monies the coalition receives and spends. If a fiduciary organization agrees to maintain the budget and books for your coalition, you will need to negotiate procedures and approval mechanisms for spending. If your coalition incorporates, you will not only need these procedures but also an organizational structure to maintain and monitor the financial records, including a designated treasurer and, ideally, an external accountant or bookkeeper.

Summary: How Much Structure Is Enough?

The array of organizational mechanisms that need to be in place can seem daunting—particularly for coalitions in the early phases of development. However, these elements share some common themes in that they are all—in varying ways—about establishing clarity and consistency in how your coalition does business. It may help to think about coalition structure as akin to establishing a morning routine. It is easier to get to work in the morning when the steps are clear and ingrained in a routine: you do not have to think about brushing your teeth—you just do it!

In the same way, the goal is to develop a structure that lends efficiency to your coalition's operations because everyone knows how to get where they want to go, and the routines and mechanisms are in place to keep everyone informed and to prevent little details from bogging down your work. If it seems that your coalition is more wrapped up in creating procedures than in carrying out its comprehensive plan, you may need to reprioritize your work: keep the focus on accomplishing coalition goals and pick individual areas of your coalition's organization to improve one at a time.

CHAPTER 3.
Cultivate Leadership

Leadership is an essential element of coalition success. Why is good leadership so critical? Coalitions involve harnessing the knowledge, resources, and energies of members and community partners as well as other organizations, groups, and policymakers to create and implement cross-cutting approaches to complex issues. To accomplish this goal, efforts must be well-coordinated and strategic, and must attend to the community's most important resources: the relationships among people and organizations. Promoting and balancing these practical and relational concerns embodies good leadership.

Coalition leadership also must address these concerns at multiple levels. First, the internal processes of the coalition must be managed. These include promoting openness and trust among members, helping meetings run smoothly, and maintaining communication and connections among members between meetings.

This is the "inner game" of coalition work. Coalitions also must bridge to and influence activities and resources in the larger community. This is referred to as the "outer game" of coalition work. The outer game involves making sure that your coalition's efforts in the community are moving it toward its goals. Coalitions must have leaders who can attend to both the inner and outer games.

Aspects of leadership

Coalition leaders fulfill multiple aspects and multiple roles.

1. **Leader as facilitator.** Leaders promote open and effective dialogue among members; maintain a group environment that encourages and respects diverse viewpoints; and help transform conflict into creativity. Leaders need to monitor the quality of the coalition's discussions and members' interactions and know when and how to encourage changes to help the group work synergistically together.

2. **Leader as content meta-expert.** Leaders do not need to know everything about the coalition's problem domain (i.e., reducing substance use). However, it is helpful to have leaders with expertise on particular issues or activities as the coalition embarks on its assessment, planning, implementation, and evaluation. This meta-expertise drives leaders to ask the right questions, promote appropriate data gathering, identify technical assistance needs, and bring in new expertise.

3. **Leader as visionary.** Great leaders often hold a compelling vision that inspires others to join in and help make that vision a reality. Leaders

who maintain the big picture and offer a sense of direction help to keep members motivated in the face of many obstacles.

Consider This: Leaders as Facilitators of Innovation

Your coalition is in the business of innovation. Coalitions match community needs to new ways of addressing those needs. More importantly, they take on the tough task of overcoming the status quo to integrate new approaches into how the community thinks about and acts on issues of reducing substance use.

Leadership plays a critical role in helping a coalition embrace these new ways of doing things. Adopting a new approach requires going through several phases:

Awareness. Community members and organizations must be aware of the issues and the need for new approaches. Leaders can help get out the messages of why change is needed.

Openness. Organizations and community members must be willing to try something new. Leaders can help create a climate in the coalition that embraces creative thinking.

Decision. Leaders can help facilitate quality discussions and move a group toward consensus so that a clear decision can be made.

Accommodation and adaptation. Once the decision is made to adopt a new approach, adjustments in course are often required. Member organizations may need assistance learning how to accommodate their own policies and practices to the new way of doing things. In addition, every community and organization are unique, and innovative approaches usually need to be adapted to fit in with the local context and culture. Leaders can help ensure that the community gets the technical assistance it needs to tweak innovations to their needs.

Institutionalization. Once a new approach has been implemented in the community and proves successful, shifts in local policies are often needed to support the new approach—otherwise, organizations following this approach will always feel like they are swimming upstream. Leaders can spearhead efforts to examine how existing policies support or hinder the continued use of the innovation and can advocate for needed changes.

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4. **Leader as strategist.** Leaders who are good strategists can help coalition members identify objectives and translate their ideas into workable goals and approaches. Good strategy depends on determining not just what to do, but in what order to do things, and who needs to be involved or informed along the way. Leaders with strategic skills help their coalitions develop detailed work plans to cover these bases and anticipate possible setbacks and conditions needed for success.

5. **Leader as broker.** Coalitions need leaders who can help facilitate the exchange of resources among partners and negotiate organizational involvements and commitments. Leaders can be more effective if they take the time to get to know member representatives and talk with them

privately about their role and their organization's participation in the coalition. As a broker, leaders will want to ask: What authority is granted to members as part of their participation in the coalition? What resources are they prepared to offer? What decisions can they make? What do they hope to achieve?

6. **Leader as spokesperson.** Coalition leaders are typically asked to represent and speak on behalf of the coalition. Coalitions need good communicators and individuals comfortable with public speaking to help promote the coalition's work, conduct outreach, and participate in fundraising activities.

7. **Leader as coordinator.** Last (but certainly not least), keeping track of the implementation aspects of coalition work—managing deadlines, assuring accountability to funders and partners, and handling the logistical requirements of coalition projects—is an essential function that requires organizational skills and a fair amount of tact.

Sharing the Leadership Load in Your Coalition

As the above list demonstrates, coalitions need many kinds of leadership and a wide variety of skills to perform leadership functions. While some coalitions are blessed with one or more dynamic leaders who manage to embody many of these skills, more commonly people bring different leadership strengths and prefer serving in some leadership functions over others. In essence, coalitions require a distributed leadership model.

The terms **"transformational leadership," "collaborative leadership"** or **"distributed leadership"** all describe the notion that for a coalition the leadership is shared among members and partners - no one person assumes sole leadership and authority of the coalition. In a collaborative organization, room exists for all members to participate in leadership and feel ownership of the coalition's work. This shared leadership allows everyone to work to their own strengths, which is more personally rewarding and fosters ongoing commitment to the coalition. Coalitions are stronger (and more sustainable) when multiple members are ready, willing, and able to play leadership roles on the coalition. Distributing the core leadership functions lessens the chance of any one leader burning out and fosters the stability of your coalition in the face of membership turnover.

Action steps to facilitate shared leadership

- **Identify** the strengths and preferred roles among leaders and potential leaders. Use the seven functions above as a starting point for discussion with leaders and potential leaders—for example, by asking members to rate how much they personally enjoy working in each type of role, which roles suit their strengths and which roles they tend to avoid.

- **Make** room in the coalition structure for multiple leadership roles. Because coalitions take on complex community issues, they need specific workgroups that correspond to different leadership roles and strengths. For example, many coalitions may find that their work calls for a separate task force on public relations and outreach. Someone who strongly identifies with the spokesperson aspects may be an excellent candidate to have a leadership role in that particular workgroup.

- **Build** succession into your coalition's structure. Although coalitions benefit from the presence of strong leaders, they should not become too dependent on a few personalities. Instead, strive to strike a balance between having high-level leadership positions held too long by the same person and having changes in leadership that disrupt the continuity of the coalition's work. One approach to finding this balance is to have a structure that creates explicit roles for the current leaders (e.g., coalition chair, committee chair) while also identifying the person who will next occupy the position (e.g., chair-elect) and the person who most recently occupied the position (past chair). For example, have your current chairperson supported by a vice-chair (who rotates into the chair position) and a past chair (who serves as an advisor). Such an approach provides organizational support for the preparation of the next chairperson to step up to the role when their time comes.

Cultivating New Leadership in Your Coalition

Because the variety of leadership roles are essential, you cannot leave having good leaders to chance. Plan to develop future leaders so there is a steady stream of talent in key leadership roles.

Action Steps for Cultivating Coalition Leadership.

- **Actively seek** training opportunities for existing and emerging coalition leaders. Training or technical assistance may be available in your community. In addition, your coalition may want to take advantage of training opportunities available through CADCA's institute. Visit the CADCA website, **www.cadca.org**, for more information.

- **Hold** leadership retreats bringing current leadership and new/emerging leaders together to reflect on how well the coalition manages its inner and outer work, what aspects of leadership are working well in the coalition, and which ones will need additional strengthening.

- **Pair** up new or potential leaders with others in established coalition leadership roles to take on particular projects or tasks. This "tag-team" method provides hands-on learning opportunities and support to new leaders.

- **Develop** a youth leadership development program. Coalitions often neglect to develop leadership skills among the youth involved in their activities. Consider a formal program to build leadership abilities and encourage youth to continue being involved in coalition work as they mature.

By recognizing the leadership components and roles needed by your coalition, recognizing and matching the leadership skills of members to these roles, and continually developing new leadership strengths using the techniques described above, your coalition will build a strong and sustainable leadership that can help it reach its goals now and for the long haul.

CHAPTER 4.
Identify Training Opportunties

As with any vocation or hobby (e.g., practicing medicine, speaking a foreign language, bowling, playing piano) it is important to continually update and enhance the knowledge and skills necessary for success. Coalitions are no different as they must continually build member knowledge and skills in each element of the Strategic Prevention Framework. Thus, the final element of building coalition capacity is to **identify training opportunities** to build the knowledge and skill base of coalition members and staff through:

- Assessing their capacity across the SPF
- Ensuring cultural competence within your coalition processes
- Troubleshooting coalition capacity
- Providing appropriate training

Assessing Capacity Across the Coalition Cycle

We have discussed coalition membership, organizational structure and leadership, and described how it is natural for a coalition's capacity needs to change as its work progresses, goals are accomplished, and the coalition shifts or expands its priorities. Therefore, it is important to continually examine your coalition's capacity relative to the work your coalition is doing now and the work it will do later in the cycle.

Engaging in this type of forward-thinking is particularly important for leaders. Good leaders can smooth the way for coalition work simply by anticipating the types of changes that different phases of effort will require. As your coalition begins work in any phase within the SPF, use this transition as a natural opportunity to look around, mark your progress, and identify any new capacity needs.

A crucial aspect of ongoing self-assessment is weighing your coalition's performance across the types of capacity and across both the "inner" and "outer" aspects of coalition work.

Questions to ask include:

1. **How smoothly is our coalition functioning internally?**
    - **Do** we have members with the skills and expertise needed to function as a group and assess, plan, implement, and evaluate our community-level interventions?
    - **Are** members excited about and actively engaged in the coalition's work?

- **Are** our meetings efficient and task-oriented?

- **Is** it easy for members to communicate with each other and maintain momentum between coalition meetings?

- **Is** the work of the coalition distributed among members and teams effectively?

- **Are** coalition leaders keeping our coalition's work on track?

- **Are** coalition meetings settings where diversity is respected, conflict is managed and group synergy is created?

2. **How strong are our coalition's external connections with the community?**

- **Does** our coalition have strategies in place to get its work known in the larger community and to engage community members in its work?

- **Is** our coalition able to identify and bring in additional partners or sectors as needed?

- **Does** our coalition make sure that proposed community strategies are culturally competent?

Cultural Competence within Your Coalition Processes

Bringing a diverse array of stakeholders together gives coalitions their strength. However, it also introduces challenges. You must recognize that having a diverse coalition means working hard at managing internal relationships, finding common ground, and keeping your coalition process moving forward. Try to avoid becoming sidetracked or bogged down by culturally-rooted misunderstandings or lack of shared vision. Key considerations for building cultural competence within the coalition processes include: (Source: SAMHSA's CAPT)

Assessment:

- Ensure a mechanism for collecting cultural competence-related information/data

- Gain approval of the community for data collection and analysis

- Ensure that data is culturally responsive and appropriate

- Create a process for identifying culturally relevant risk and protective factors and other underlying conditions

- Formulate culturally-based assumptions of change

- Identify change from the community's perspective

Capacity:

- Provide a safe and supportive environment for all participants
- Examine the breadth and depth of cultural competence
- Check cultural representation (language, gender, age)
- Develop policies (e.g., recruitment and retention, training, communication, and community input) to improve cultural competence
- Ensure that tools and technology are culturally competent

Planning:

- Make sure the community is represented in the planning process
- Identify mutually acceptable goals and objectives
- When selecting programs and strategies, consider their fit with community culture, existing prevention efforts, and community history
- Provide a safe and supportive environment for all participants

Implementation:

- Involve the community in the implementation of the strategic plan
- Create a feedback loop for communicating efforts and successes to the community

Evaluation:

- Make sure the community is represented in the evaluation process
- Ensure that data collection tools reflect community culture
- Use a culturally competent evaluator for evaluation
- Obtain permission to disseminate the evaluation findings from the organization or entity implementing the intervention
- **Involve the community in the implementation of the strategic plan**

Troubleshooting Coalition Capacity

It is important for coalitions to proactively assess their capacity to work effectively. The Coalition Capacity Checklist provides a tool for coalition leaders and members to assess areas where additional training and support may be needed. The checklist allows the coalition to: a) determine which areas of capacity need to be improved and b) prioritize the topics to address.

Coalition Capacity Building Checklist

Coalition:

Yes!	Sort of	No!	????	Criteria
General Content Knowledge				
❑	❑	❑	❑	Coalition leaders/members/staff are familiar with the SPF & related topics.
❑	❑	❑	❑	Coalition leaders/members/staff have reviewed CADCA's Capacity Primer.
❑	❑	❑	❑	Coalition leaders/members/staff have been trained in capacity building.
Building Coalition Membership				
❑	❑	❑	❑	The coalition identifies other community efforts to address ATOD & health.
❑	❑	❑	❑	The coalition regularly assesses skills and resources needed.
❑	❑	❑	❑	New members are pro-actively recruited.
❑	❑	❑	❑	New members are oriented and trained
❑	❑	❑	❑	On-going efforts are made to engage and retain coalition members.
Organizing the Coalitions				
❑	❑	❑	❑	The roles of coalition members, committees and work groups are defined.
❑	❑	❑	❑	Members agree on the expectations for active membership
				The coalition uses tools as appropriate:
❑	❑	❑	❑	- Organization Chart
❑	❑	❑	❑	- Job Descriptions
❑	❑	❑	❑	- By-laws
❑	❑	❑	❑	- Meeting protocols
❑	❑	❑	❑	- Memorandum of Understanding (MOU)
❑	❑	❑	❑	- Decision making procedures
❑	❑	❑	❑	- Conflict resolution processes
❑	❑	❑	❑	Meetings held regularly with agenda & minutes distributed before & after.
❑	❑	❑	❑	E-mail lists, on-line groups, blogs keep information flowing
❑	❑	❑	❑	The coalition conducts regular "listening" sessions with the community
❑	❑	❑	❑	Responsibility for fiscal accounting, 501(c)(3) status, insurance etc. is clear
Enhancing Coalition Leadership				
❑	❑	❑	❑	Coalition leaders have been identified
❑	❑	❑	❑	Coalition leaders are clear about their roles and responsibilities
❑	❑	❑	❑	Coalition leaders actively fill their roles and responsibilities
❑	❑	❑	❑	Training and recognition are provided to coalition leaders (and others)
❑	❑	❑	❑	Champions have been identified and are used effectively
Fostering Cultural Competence				
❑	❑	❑	❑	Coalition members/staff are representative of the target populations.
❑	❑	❑	❑	Published materials and curricula are reviewed by and are relevant to the target populations.
❑	❑	❑	❑	The coalition takes into account the language, culture and socio-economics of the target populations in all it's activities and publications.
❑	❑	❑	❑	The coalition has developed a culturally appropriate outreach plan
❑	❑	❑	❑	Coalition members/staff have been trained to be culturally competent.
Planning for Capacity Building				
❑	❑	❑	❑	Sufficient time and resources have been set aside for the planning effort.
❑	❑	❑	❑	Specific individuals have been identified to lead the planning effort.

Providing Appropriate Training

If your coalition seeks to address Capacity in a proactive and intentional manner, consider the following questions:

1. How should coalition members be involved in assessing the coalition capacity training needs?

2. What training and information is needed at this time?

3. How can coalition members be involved in designing and delivering the training?

4. What is the most appropriate format to deliver the information and skill-building training?

5. When and where should any training be provided?

6. How will the training be evaluated?

A way for coalitions to provide training and support to coalition members is through the many resources available from CADCA. You are encouraged to contact CADCA any time throughout your capacity building efforts – whether in assessing capacity needs or designing and delivering training and support to your coalition. A summary of the CADCA training and coalition development support resources are described below.

CADCA Training and Coalition Development Support

CADCA can support coalitions in building their capacity through providing the training and support in the following ways:

- Coalition Development Support – call 1800-54CADCA x240 or email **training@cadca.org** to discuss and receive evaluation information and support for ANY coalition and prevention related question.
- CADCA Training
- CADCA online – the CADCA website **www.cadca.org**, and the CADCA online courses **(www.learning.cadca.org)** provide many tools, resource documents, resources and online trainings that can be accessed by coalition and community members.
- CADCA Conferences – the CADCA National Leadership Forum and the CADCA Mid-Year Training Institute provide valuable information and vital resources to support your coalition work.

Some ideas on providing training to coalition members include the following:

- **Create a capacity building work group/committee** – the role of the workgroup could be to assess overall coalition capacity, identify needs, and design and deliver appropriate training to the coalition.

- **Conduct a capacity building training session or retreat** – the training session and/or retreat can provide opportunities for skill building and time to work on coalition planning and implementation strategies.

- **Address individual key elements at coalition meetings** – some coalitions add 10 minutes (the actual time will depend on the topic and the meeting) to provide brief and specific training on a given topic.
- **Educational flyers** – the coalition can provide information through the use of "one-pagers" which are brief documents that can be sent to coalition members providing up-to-date information. The flyers can be distributed via paper or electronically.
- **Links to relevant information** – the coalition can provide links to relevant websites and training opportunities (e.g., CADCA's online courses).

Glossary

Many of the terms in this glossary are used interchangeably by various funding sources. The definitions included here are those appropriate for DFC coalitions. If you have different or multiple funders, be sure that you are clear about how they are defining these terms.

Agent. In the public health model, the agent is the catalyst, substance, or organism causing the health problem. In the case of substance use, agents are the sources, supplies and availability.

Assumptions. Explain the connections between immediate, intermediate, and long-term outcomes and expectations about how your approach is going to work.

Capacity. The various types and levels of resources that an organization or collaborative has at its disposal to meet the implementation demands of specific interventions.

Capacity building. Increasing the ability and skills of individuals, groups and organizations to plan, undertake and manage initiatives. The approach also enhances the ability of those individuals, groups and organizations respond to future issues or problems.

Coalition. A formal arrangement for cooperation and collaboration among groups or sectors of a community, in which each group retains its identity, but all agree to work together toward a common goal of building a safe, healthy and substance-free community.

Community-level change. The change that occurs within the target population in your target area.

Cultural competence. (1) A set of behaviors, attitudes and policies that come together in a system, agency or program or among individuals, enabling them to function effectively in diverse cultural interactions and similarities within, among and between groups. (2) A point on a continuum with several guiding principles that enable coalitions to have positive interactions in culturally diverse environments.

Cultural diversity. Differences in race, ethnicity, language, nationality, religion and other variables among various groups within a community. A community is said to be culturally diverse if its residents include members of different groups.

Distributed leadership. A model of leadership in which key functions are shared among members.

Environment. In the public health model, the environment is the context in which the host and the agent exist. The environment creates conditions that increase or decrease the chance that the host will become susceptible and the agent more effective. In the case of substance use, the environment is the societal climate that encourages, supports, reinforces or sustains problematic use of substances.

Evidence-based approach or strategy. An initiative that has research information to suggest that it really works, that the intervention, not something else, brought about the observed improvements in related behavior and outcome.

Framework. A structure that is used to shape something. A framework for a strategy or approach supports and connects the parts.

Goal. States intent and purpose and supports the vision and mission statements. For example: "To create a healthy community where alcohol and other substances are not misused by adults or used by underage youth."

Host. In the public health model, the host is the individual affected by the public health problem. In the case of substance use, the host is the potential or active user of substances.

Intervention. Comes between what exists (our assessment) and where we hope things will be (our goal). Intervention refers to what is done to prevent or alter a result—the means by which we change behavior and environmental conditions related to a group's goals.

Logic model. Presents a diagram of how the effort or initiative is supposed to work by explaining why the strategy is a good solution to the problem at hand and making an explicit, often visual, statement of activities and results. It keeps participants moving in the same direction through common language and points of reference. Finally, as an element of the work itself, it can rally support by declaring what will be accomplished and how.

Members. Organizations, groups, or individuals that agree to affiliate themselves with the mission of the coalition, participate in coalition meetings on a regular basis, and contribute to communitywide planning and evaluation efforts.

Multi-sector. More than one agency or institution working together.

Multi-strategy. More than one prevention strategy—such as information dissemination, skill building, use of alternative approaches to substance use reduction, social policy development, and environmental approaches—working with each other to produce a comprehensive plan.

Objective. The specific, measurable results a coalition plans to accomplish and serve as the basis by which to evaluate the work of the coalition. Each objective should have a timeframe by which it will be accomplished. "To reduce the number of youth in our community who smoke at age 15 from 18.5 percent in 2016 to 10 percent by 2020."

Outcome. Used to determine what has been accomplished, including changes in approaches, policies, and practices to reduce risk factors and promote protective factors as a result of the work of the coalition. An outcome measures change in what you expect, or hope will happen as a result of your efforts.

Partners. Groups or organizations that work with the coalition on specific issues or projects.

Readiness. The degree of support for, or resistance to, identifying substance use and misuse as a significant social problem in a community. Stages of community readiness for prevention provide an appropriate framework for understanding prevention readiness at the community and state levels.

Resources. All of those things that can be used to improve the quality of community life—the things that can help close the gap between what is and what you want it to be.

Stakeholders. Groups, organizations, or sectors of the community with an interest in and/or perspective on a common issue, such as reducing substance use.

Strategy. Identifies the overarching approach of how the coalition will achieve intended results.

Sustainability. The likelihood of a strategy to continue over a period of time, especially after specific funding ends.

Targets. Define who or what and where you expect to change as a result of your efforts.

Theory of change. Creates a commonly understood vision of the problem being addressed and defines the evidenced-based strategies or approaches proven to address that problem.