

Coalition Capacity Building

Capacity Training Participant Workbook
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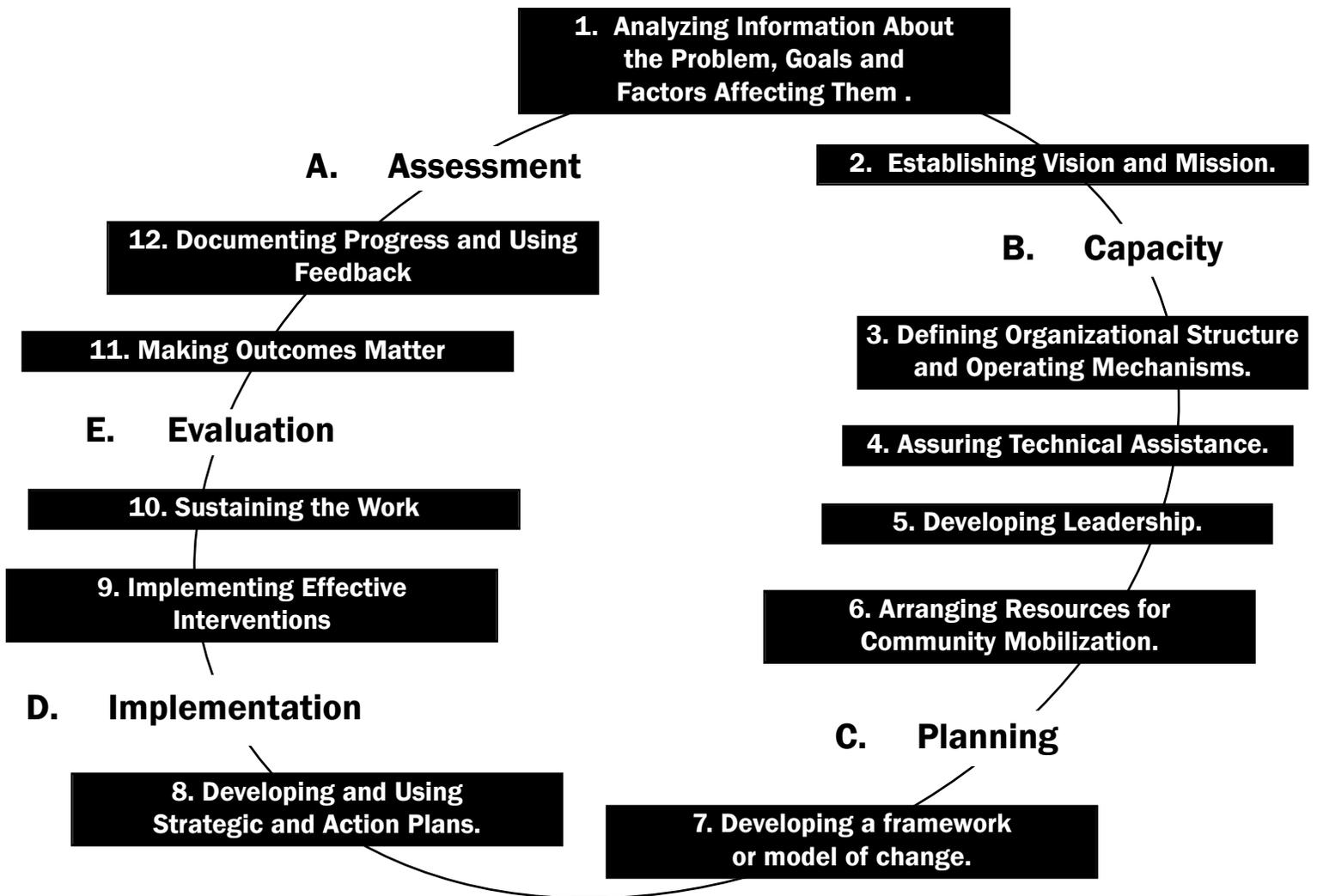
YouTube: www.youtube.com/CADCA09

Flickr: www.flickr.com/photos/cadca/

Twitter: @CADCA

Blog: www.cadca.org/blog

Best Processes¹ for Implementing the Strategic Prevention Framework



¹Best processes identified through a literature review conducted by Dr. Renee Boothroyd, University of Kansas—used with permission.

Community Initiatives Worksheet

Describe existing initiatives or coalitions that address health, community development, youth or family related issues.

Initiative	Vision/Mission	Goals/Projects	Funding Source(s)	Key Partner Organizations	Coalition Member?

Community Sector Worksheet

For each community sector listed below a) identify organizations or individuals who are currently ACTIVE members of your coalition, and b) where there is no active membership, identify potential organizations or individuals that could represent the sector.

Note: An individual or organization should only be listed one time.

Sector	Active Member (Organization/Individual)	Potential Organization/Individuals
Business Associations		
Child Care Providers		
Civic / Volunteer Groups		
Courts/Judicial		
Cultural Organizations		
Elementary/Secondary Education		
Fraternal Orgs		
Government		
Healthcare Professionals		
Higher Education		
Law Enforcement		
Media		
Parent / Parent Orgs.		
Private Sector Business		
Religious / Faith Based		
Senior Citizens		
Social Services		
Youth		
Youth Serving Organizations		
Others involved in ATOD		



Coalition Resources Worksheet

For each skill listed below: 1) Determine whether the skills/resources are in place, needed or not needed by the coalition, 2) Identify an organization or individual that may have the skill/resource or currently provides the skill/resource, and 3) identify whether or not the organization or individual is currently an active coalition member.

Skills/Resources	<input checked="" type="checkbox"/> = In Place <input type="checkbox"/> = Needed <input checked="" type="checkbox"/> = Not Needed	Organization/Individual	Coalition Member?
Skills			
Accounting	<input type="checkbox"/>		
Child Care	<input type="checkbox"/>		
Communications	<input type="checkbox"/>		
Computer / Technology	<input type="checkbox"/>		
Data Collection / Analysis	<input type="checkbox"/>		
Evaluation	<input type="checkbox"/>		
Event Planning	<input type="checkbox"/>		
Filing / Office Work	<input type="checkbox"/>		
Grant Writing	<input type="checkbox"/>		
Graphic Design	<input type="checkbox"/>		
Legal	<input type="checkbox"/>		
Marketing/Advertising	<input type="checkbox"/>		
Photography	<input type="checkbox"/>		
Public Policy / Laws	<input type="checkbox"/>		
Public Speaking	<input type="checkbox"/>		
Strategic Planning	<input type="checkbox"/>		
Training / Education	<input type="checkbox"/>		
Web Design	<input type="checkbox"/>		
Resources			
\$ - Cash, In-Kind	<input type="checkbox"/>		
Meeting Space	<input type="checkbox"/>		
AV Equipment	<input type="checkbox"/>		
Access to Volunteers	<input type="checkbox"/>		
Tables/Chairs	<input type="checkbox"/>		
Computer Equipment	<input type="checkbox"/>		
Transportation	<input type="checkbox"/>		

Member Recruitment Worksheet

List each of the organizations/individuals to be recruited for the coalition. Specifically indicate how they will be involved in the coalition, what benefits can accrue to them and their organization, and who will contact the individual/organization.

Organization	Individual (If known)	Desired Involvement (Role/Skills/Resources)	WIFM	To be contacted by: 1) Coalition Member 2) Other Influential person

SAMPLE TALKING POINTS

Script for invite to strategic planning event

We want approx. 40 people

Coalition will have 15 [about] in attendance, including us three;

We need 25 key people not just warm bodies

- Inviting you to an important community event
- SKCPP is hosting a communitywide substance abuse prevention strategic planning event on 9/26 from 4:00 to 8:00 PM at Peace Dale Library in the Peace Dale room on the lower level
- Event will be professionally facilitated
- Although, this event is open to the public we are seeking to get 40 people to attend, and due to your position/influence/status in the community we would very much like you to participant in this very important planning event for the SK community
- SKCPP is in the second year of the Drug-Free Communities grant, which brings almost \$100,000 into the community in over a five year period
- Because of this federal funding, we are required to complete a community strategic plan in the prevention of substance abuse/misuse/illegal use
- Our goal in this four-hour window is to create the foundation of a three-year plan identifying prevention strategies for SK, building on SK existing strengths and addressing the challenges
- This is an opportunity for SKCPP coalition [the experts in SK] and key community people to create this plan together
- Prior to the event we will be either emailing you or sending information to help prepare the participants
- Food will be served
- Can we count on you to attend?
- If declined ask: is there someone you can send to represent you? [We will not always use this question because we do not want individuals without authority]

Developed by: South Kingstown Partnership for Prevention, Wakefield, RI



Coalition Membership Worksheet

Complete a form for each member of the coalition. Update the worksheet on an annual basis.

Name:

Contact Information (Address, Phone, Email):

Title / Role:

Organization Name / MOU?

Organization Contact Information (Address, Phone, Email, Website):

Skills/Resources/Connections:

Reasons for getting/staying involved in the coalition:

Current involvement with the coalition:

History of involvement with the coalition:

Involvement in other community-based organizations and efforts:

Other comments:

Build a Strong Volunteer and Membership Base

Topic	Coalition currently addresses the topic by:	Coalition can improve on how it addresses the topic by:
Relationships		
Roles		
Respect		
Recognition/ Awards		
Results		

Sample Job Description

PROJECT DIRECTOR

Description:

The Project Coordinator will work with the Community Advisory Board to plan and implement the 21st Century State Incentive Grant Project. The Project Coordinator will help develop community efforts to plan and implement science-based prevention programs. Primary responsibilities will be to coordinate planning efforts of a collaborative group composed of elected officials, human service providers, law enforcement, educators, etc. The Project Coordinator will be trained, as necessary, in the prevention science and related topics. Training will be provided to the Project Coordinator by staff from the Department of Health, Substance Abuse Division, the WestCAPT Prevention Coordinator and the Wyoming Department of Education.

Duties:

- Coordinate the Community Advisory Board
- Facilitate data collection and analysis for needs assessment
- Develop and present educational and informational materials
- Interface with Intermountain Evaluation Services for Community Resource Documentation & other evaluation related documentation
- Facilitate program selection and design
- Provide information about Best Practices
- Support program providers to ensure implementation fidelity
- Record and collect project documentation

Qualifications:

- Degree in counseling, social work, psychology, public health, public administration, sociology, education or other health related field or four years of prevention related experience.
- Ability to travel and work intermittent evenings and weekends is desired.
- Ability to work with diverse populations is desired.

Knowledge and Skills:

- Must possess a working knowledge of: Substance abuse prevention and prevention science, community development and mobilization, youth development principles, and community organizing approaches.
- Must possess the following work skills: Organized, excellent oral and written communication, public speaking and training, group and meeting facilitation, word processor, spread sheet, and internet skills, good sense of humor, ability to learn new concepts quickly, self motivated with ability to work independently.

Source: *Wyoming 21st Century State Incentive Grant Application Instructions*
<http://sad.state.wy.us/21SIG/Forms/Instructions.pdf>

Sample Job Descriptions

Coalition Chair (Volunteer)

The Chair of the Steering Committee of the Coalition is a member of the Steering Committee that is selected by the consensus of the Coalition Steering Committee during a scheduled meeting. The term of service of the Steering Committee Chairperson is for one year.

General Duties:

- Develops and approves Coalition and steering committee agendas
- Directs periodic reviews and updating of the Strategic Plan
- Presides over steering committee meetings
- Participates in the recruitment of new Coalition and steering committee members
- Develops and maintains positive community relations with Coalition members, community prevention and treatment services providers, member communities, the Governor's Office and other local, state and federal agencies
- Represents the Coalition before the media
- Coordinates Coalition support for local, state, or federal grants

Coalition Vice Chair (Volunteer)

The Vice Chair of the Steering Committee of the Coalition is a member of the Steering Committee that is selected by the consensus of the Coalition Steering Committee during a scheduled meeting. The term of service of the Steering Committee Vice Chair is for one year. It is intended that after one year of service that the Vice Chair will then serve for an additional year as the Chair of the Coalition Steering Committee.

General Duties:

- Presides over meetings of the Coalition and committee when the Chair is absent
- Participates in the recruitment of new Coalition and steering committee members
- Develops and maintains positive community relations with Coalition members, community prevention and treatment services providers, member communities, the Governor's Office and other local, state and federal agencies
- May represent the Coalition before the media

Source: Scottsdale Anti-Meth Coalition
<http://www.scottsdaleaz.gov/Page6074.aspx>

Sample Coalition Member Job Description

Coalition Member Job Description:

Members of the Coalition will develop and implement plans to accomplish the mission of the Coalition. This team will identify, promote, and coordinate community-based programs that encourage healthy lifestyles for all County Residents.

Specific Responsibilities:

- Attend Coalition meetings.
- Serve as a member of a task force and/or action team
- Participate in the identification, selection, and promotion of innovative healthy lifestyle activities
- Help assess community needs and identify existing resources
- Develop plans of action to carry out the mission
- Strive to coordinate programs and resources to maximize impact
- Develop a mechanism for evaluating and monitoring the strategies

Time Commitment:

- One- to three-year position
- Eight to Twelve Coalition meetings per year (1 ½ to 2 hours per meeting)
- And task force/action team meetings as needed

Personal Qualities:

- Commitment to improving the health of Steele County residents
- Knowledge of the Steele County area and its people
- Broad perspective in identifying and planning programs
- Enthusiasm
- Resourcefulness

Serving as a member of the coalition will provide you with the opportunities to:

- Broaden your knowledge
- Gain new experiences and skills
- Increase communication skills
- Work with other community professionals

Source: http://www.health.state.mn.us/divs/hpcd/chp/hpkit/pdf/build_samp1.PDF

Basic Guide to Conducting Effective Meetings

The process used in a meeting depends on the kind of meeting you plan to have, e.g., staff meeting, planning meeting, problem solving meeting, etc. However, there are certain basics that are common to various types of meetings. These basics are described below.

Developing Agendas

- Develop the agenda together with key participants in the meeting. Think of what overall outcome you want from the meeting and what activities need to occur to reach that outcome. The agenda should be organized so that these activities are conducted during the meeting.
- In the agenda, state the overall outcome that you want from the meeting
- Design the agenda so that participants get involved early by having something for them to do right away and so they come on time.
- Next to each major topic, include the type of action needed, the type of output expected (decision, vote, action assigned to someone), and time estimates for addressing each topic.
- Ask participants if they'll commit to the agenda.
- Keep the agenda posted at all times.
- Don't overly design meetings; be willing to adapt the meeting agenda if members are making progress in the planning process.
- Think about how you label an event, so people come in with that mindset; it may pay to have a short dialogue around the label to develop a common mindset among attendees, particularly if they include representatives from various cultures.

Opening Meetings

- Always start on time; this respects those who showed up on time and reminds late-comers that the scheduling is serious.
- Welcome attendees and thank them for their time.
- Review the agenda at the beginning of each meeting, giving participants a chance to understand all proposed major topics, change them and accept them.
- Note that a meeting recorder if used will take minutes and provide them back to each participant shortly after the meeting.
- Model the kind of energy and participant needed by meeting participants.
- Clarify your role(s) in the meeting.

Establishing Ground Rules for Meetings

- You don't need to develop new ground rules each time you have a meeting, surely. However, it pays to have a few basic ground rules that can be used for most of your meetings. These ground rules cultivate the basic ingredients needed for a successful meeting.
- Four powerful ground rules are: participate, get focus, maintain momentum and reach closure. (You may want a ground rule about confidentiality.)
- List your primary ground rules on the agenda.
- If you have new attendees who are not used to your meetings, you might review each ground rule.
- Keep the ground rules posted at all times.

Time Management

- One of the most difficult facilitation tasks is time management—time seems to run out before tasks are completed. Therefore, the biggest challenge is keeping momentum to keep the process moving.
- You might ask attendees to help you keep track of the time.
- If the planned time on the agenda is getting out of hand, present it to the group and ask for their input as to a resolution.

Evaluations of Meeting Process

- It's amazing how often people will complain about a meeting being a complete waste of time but they only say so after the meeting. Get their feedback during the meeting when you can improve the meeting process right away. Evaluating a meeting only at the end of the meeting is usually too late to do anything about participants' feedback.
- Every couple of hours, conduct 5-10 minutes "satisfaction checks".
- In a round-table approach, quickly have each participant indicate how they think the meeting is going.

Evaluating the Overall Meeting

- Leave 5-10 minutes at the end of the meeting to evaluate the meeting; don't skip this portion of the meeting.
- Have each member rank the meeting from 1-5, with 5 as the highest, and have each member explain their ranking.
- Have the chief executive rank the meeting last.

Closing Meetings

- Always end meetings on time and attempt to end on a positive note.
- At the end of a meeting, review actions and assignments, and set the time for the next meeting and ask each person if they can make it or not (to get their commitment)
- Clarify that meeting minutes and/or actions will be reported back to members in at most a week (this helps to keep momentum going).

Source: Free Management Library, Basic Guide to Conducting Effective Meetings.
<http://www.managementhelp.org/misc/mtgmgmnt.htm>

Communications Worksheet

Target	Information to be Shared	Communication Method

Sustainability: Principles of Collaborative Leadership

Strong leadership is essential to sustaining community coalitions. Having a leader who takes responsibility for the success of the coalition by setting the public agenda for change, brokering connections among people and resources, and leveraging additional or new resources for projects can go a long way in supporting the longevity of a coalition. Effective leaders see the big picture.

This article presents the important principles of leadership that help coalitions improve effectiveness and sustainability over time. Coalitions that effectively address local problems are typically made up of diverse members of the community. The challenge for coalition leaders is to encourage positive communication and group decision-making across the variety of personalities, agendas, and skill sets of members. Research suggests a collaborative style of leadership helps sustain coalitions. Leaders can focus on developing skills that are based on the principles of collaborative leadership as one method for improving the long-term outlook of their organization.

LEADERSHIP PRINCIPLES

- **Keep the coalition focused on goal:** Successful collaborative leaders keep the diverse members attuned to their common goal while keeping an eye on the big picture to help inform group processes.
- **Locate, persuade and utilize influential champions and partners within the community:** Strong leaders bring community ties to the table and develop partnerships with organizations and individuals that help sustain the coalition.
- **Maintain and protect collaborative decision-making, planning and infrastructure building process:** Instead of being the decision-maker, collaborative leaders actively seek to continue the group decision-making, planning and infrastructure building processes.
- **Diversify, motivate and energize your coalition's volunteer base:** In order to increase your coalition's sustainability, leaders should help recruit diverse community members, get them involved in ways that are meaningful to the volunteer, and keep them feeling upbeat about their experience as a member of the team.
- **Help resolve member conflicts:** Collaborative leaders can make deliberate efforts to help resolve member conflicts in open, unbiased ways that encourage compromise.
- **Communicate with the community:** Coalition leaders that bring excellent written and verbal communication skills to the table help get the coalition message out to the community and potential partners.
- **Cultivate leadership in coalition members, including youth:** Coalitions gain momentum under the initial inspired involvement of those who establish the coalition. However, in order for a coalition to sustain that momentum, it is crucial that new leadership is both allowed and encouraged to develop.

These leadership principles require a high level of commitment and connection to individual team members, the coalition as a whole, and addressing problems that are negatively impacting the health and safety of the community.

Leadership Assessment Worksheet

For each coalition leader identified indicate: a) whether the individual (or position) **should be** involved in the function and b) whether the individual **currently is** involved in the function.

Coalition Leader: Name/Position	Leadership Functions						
	Keeps the coalition focused on goal	Builds champions/partners in the community	Maintains/protects collaborative decision making, planning	Diversifies, motivates and energizes coalition's volunteer base	Helps resolve member conflicts	Communicates with the community	Cultivates leadership in coalition members, including youth
Coalition Chairperson							
Executive Director (Staff)							
Key Leader Champion							

Youth Engagement Questionnaire

Before moving forward with engaging youth, coalitions must have focused conversations and honest answers to the following questions:

1. Why youth engagement is important to the coalition?	
2. What is the history of involving youth in the coalition (successes and challenges)?	
3. What are the pros and cons of involving youth?	
4. What are some of the assumptions and beliefs about the capabilities of youth?	
5. What are the perceptions adults have of youth, perceptions youth have of adults?	
6. What is the level of adult readiness to share power and responsibility with youth?	
7. What will the organization gain from actively engaging youth?	
8. What will youth gain from being involved?	

Defining Youth Roles Within The Coalition

Use the following worksheet to define opportunities for youth involvement within your coalition. Once the role is identified be sure to outline the skills youth will need to succeed within that role, the resources the coalition has to support youth in the role and systems or groups within the community where you may recruit youth to fill the role.

Opportunities for Youth Involvement Within Coalitions	Role	Skills Needed	Resources for Support	Recruitment	
<ul style="list-style-type: none"> ➤ Youth adult partnerships (youth on adult-led boards and committees) ➤ Youth Ownership (Youth-led-boards and committees with adult support) ➤ Youth as planners ➤ Youth as decision makers ➤ Youth as resources ➤ Youth as researchers ➤ Youth service projects ➤ Youth voice (serving as organization spokesperson) ➤ Youth serving as trainers ➤ Youth serving as grant makers ➤ Youth serving as facilitators ➤ Youth as [other roles] 					

**“Relevance to Current Community Concerns”
Brainstorming Worksheet**

What problems does the community care about?	How do these problems relate to substance abuse?	Who cares about these problems? Who is affected by these problems?												

Cultural Competence Primer: Incorporating Cultural Competence into Your Comprehensive Plan

What is cultural competence?

The U.S. Department of Health and Human Services defines cultural competence as 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.” When coalitions incorporate cultural competence into their work, they:

- Invest time and resources in training staff and volunteers in cultural competence.
- Carefully examine their structure, practices and policies to ensure that these elements truly facilitate effective cultural interactions.
- Display respect for differences among cultural groups.

Understanding culture is a process:

1. **Cultural Knowledge**—Knowledge of some cultural characteristics, history, values, beliefs and behaviors of a different group.
2. **Cultural Awareness**—Openness to the idea of changing cultural attitudes.
3. **Cultural Sensitivity**—Knowledge of cultural differences without assigning values to the differences.
4. **Cultural Competence**—Ability to bring together different behaviors, attitudes and policies and work effectively in cross-cultural settings to produce better results.

Overarching principles of cultural competence

Individuals who work in various areas of substance abuse prevention served on the SAMHSA Center for Substance Abuse Prevention’s Racial and Ethnic Specific Knowledge Exchange and Dissemination Project committee, which drafted the following overarching principles that define cultural competence:

- Ensure community involvement at all levels.
- Use population-based definitions of community (let the community define itself).
- Stress the importance of relevant culturally appropriate approaches.
- Support the development of culturally specific services.
- Adhere to Title VI of the 1964 Civil Rights Act (42 U.S.C. 2000d et seq.), which prohibits discrimination on the basis of race, color and national origin in programs and activities receiving federal financial assistance.
- Use culturally relevant outcomes and indicators.
- Employ culturally competent evaluators.
- Engage in asset mapping—identify resources and start from this point.
- Promote organizational cultural competence—staff should reflect the community it serves.
- Allow the use of indigenous knowledge in the body of “evidence-based ” research.
- Include target population(s) (e.g., youth, consumers, participants, elders).

Source: CADCA National Coalition Institute Cultural Competence Primer, www.cadca.org

Cultural Competence Checklist

Use the following checklist to ensure that important issues are addressed, adding new items as needed.

Issue	Is the issue adequately addressed? Yes/No	How do you/ will you address this issue?
Are coalition members and staff representative of the target population?		
Are the published materials and curricula relevant to the target population?		
Have the curricula and materials been examined by experts or target population members?		
Has the coalition taken into account the target population's language, cultural context, and socioeconomic status in designing its materials and plans?		
Has the program developed a culturally appropriate outreach action plan?		
Are activities and decision-making designed to be inclusive		
Are meetings and activities scheduled to be convenient and accessible to the target population?		
Are the gains and rewards for participation in your program clearly stated?		
Have coalition members and staff been trained to be culturally sensitive in their interactions with the target population?		

Adapted from: Getting to Outcomes, Volume 1. SAMHSA, CSAP, NCAP, June 2000.

Coalition Capacity Building Checklist

Coalition

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

Coalition Capacity Building Checklist – page 2

What three items need to be addressed first?

1.

2.

3.

What additional information is needed?

What additional training and technical assistance would assist the Coalition's capacity building efforts?

Comments:

SPF Planning Worksheet

SPF Element	Actions to Build Capacity
Assessment	
Capacity	
Planning	
Implementation	
Evaluation	



Action Planning Worksheet

ACTION	HOW? (Steps)	BY WHOM?	BY WHEN

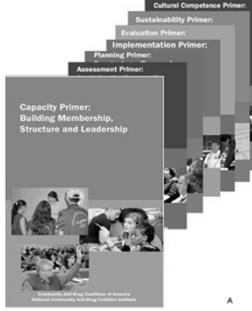
PowerPoint Presentation

Coalition Capacity Building

Oklahoma Capacity Building Training

October 12 - 13, 2011



A

Objectives



- Describe the importance of capacity building in achieving long-term community-level changes.
- Assess the key elements of their coalition capacity building
- Identify which aspects of capacity need to be addressed by their coalition
- Develop strategies to address specific elements.
- Create action plans to build coalition capacity
- Network with others in Oklahoma

2

Agenda

Day 1:

- Community Level Change & Role of the Coalition
- "Form Follows Function"
- Recruiting and Retaining Members



Lunch

- Coalition Organization
- Coalition Leadership

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Coalition Capacity Building

Agenda

Day 2:

- Community Meeting
- Cultural Competence

Lunch

- Building Capacity throughout the SPF
- Creating a Capacity Building Plans
- Next Steps



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Expectations

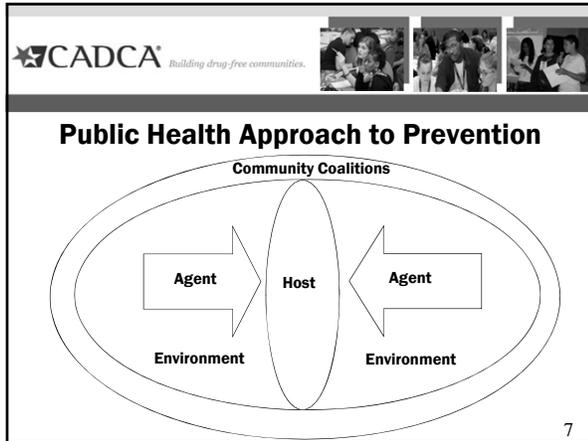
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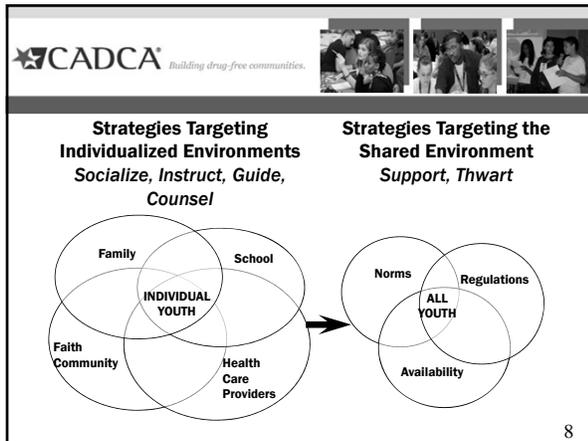
Community-level Change

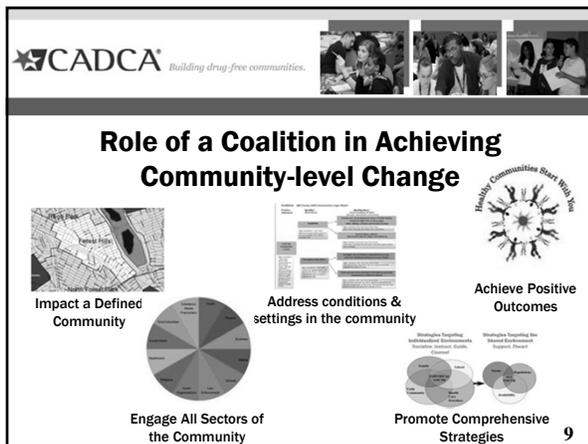


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Coalition Capacity Building







Coalition Capacity Building

CADCA® Building drug-free communities.

Community Problem Solving

Strategic Prevention Framework

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WB:

Best Processes¹ for Implementing the Strategic Prevention Framework

1. Analyzing Information About the Problem, Goals and Factors Affecting Them.
2. Establishing Vision and Mission.
3. Defining Organizational Structure and Operating Mechanisms
4. Assuring Technical Assistance
5. Developing Leadership
6. Arranging Resources for Community Mobilization
7. Developing a framework or model of change
8. Developing and Using Strategic and Action Plans
9. Implementing Effective Interventions
10. Sustaining the Work
11. Making Outcomes Matter
12. Documenting Progress and Using Feedback

¹Best processes identified through a literature review conducted by Dr. Renee Brothmeier, University of Kansas – used with permission.

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CADCA® Building drug-free communities.

Capacity Building: Form Follows Function

Coalition Capacity:
Organization and Infrastructure

- Organization Chart
- Membership
- By-Laws
- Leadership
- Conflict Resolution Processes
- Job Descriptions
- Decision Making
- Communication
- Meeting Management
- Memorandum of Understanding (MOU)

Membership Leadership Organization Cultural Competence

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Coalition Capacity Building

Coalition Capacity

Building coalition capacity involves:

- Membership
- Organization
- Leadership
- Cultural competence

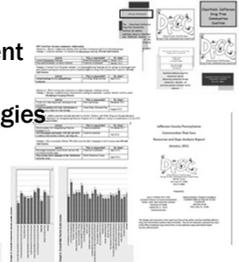


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Coalition Work to be Done

- Building a Coalition
- Community Assessment
- Logic Model
- Comprehensive Strategies
- Action Plan
- Capacity Building
- Community Outreach
- Sustainability



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Coalition Capacity—Membership

Targeted Recruitment

- Recruit members to achieve specific tasks (work) to be accomplished by the coalition.
- Considerations for recruitment include: sectors, geography, skills, culture.
- Volunteers stay involved when they play a valuable role in the coalition.



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Coalition Capacity Building

CADCA *Building drug-free communities.* **WB:** 

Identify Community Initiatives

Find out what other coalitions and initiatives address ATOD, health, safety family and youth issues:

- What other efforts address substance abuse and related issues?
- What other organizations have similar goals, objectives and/or strategies?
- Who would partner / oppose the effort?

Community Initiatives Worksheet

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WB:

Community Initiatives Worksheet

Describe existing initiatives or coalitions that address health, community development, youth or family related issues.

Initiative	Vision/Mission	Goals/Projects	Funding Source(s)	Key Partner Organizations	Coalition Member?

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CADCA *Building drug-free communities.* **WB:** 

Identify Community Sectors

Determine what sectors (spokes) are needed.
DFC requires 12 sectors:

- Youth
- Parent
- Business
- Media
- Schools
- Government
- Youth Serving Organizations
- Religious / Fraternal Orgs.
- Civic / Volunteer Groups
- Healthcare Professionals
- Law Enforcement
- Others involved in ATOD

Community Sector Worksheet

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Coalition Capacity Building

CADCA *Building drug-free communities.* **WB:** 

Sector Representatives as Leaders

Sector Representatives:

- Provide the “sector perspective” in discussions
- Engage other sector leaders (e.g. heads of organizations, informal leaders)
- Serve as peer leaders /spokesperson to other organizations in the sector
- Recruit others in the sector to engage in coalition efforts

Community Sector Worksheet 19

Community Sector Worksheet **WB:**

For each community sector listed below, identify organizations or individuals who are currently ACTIVE members of your coalition, and if where there is no active membership, identify potential organizations or individuals that could represent the sector.
Note: An individual or organization should only be listed one time.

Sector	Active Member (Organization/Individual)	Potential Organization/Individual
Businesses *		
Child Care Providers		
Choir / Volunteer Groups *		
Courts & Probation		
Cultural Groups & Organizations		
Elementary & Secondary Education *		
Government *		
Healthcare Professionals *		
Higher Education		
Human & Social Service Providers		
Law Enforcement *		
Media *		
Parents *		
Religious & Fraternal Organizations *		
Senior Citizens		
Youth *		
Youth Serving Organizations *		
Others Involved in ATOD *		

* DFC Required Sectors 20

CADCA *Building drug-free communities.* **WB:** 

Identify Resources Needed

Identify the skills, knowledge and resources the coalition needs to work effectively. 

- Identify which are needed for your coalition's efforts.
- Determine which are not currently possessed by your coalition.

Community Resources Worksheet 21

Coalition Capacity Building

WB:

Member Recruitment Worksheet

List each of the organizations/individuals to be recruited for the coalition. Specifically indicate how they will be involved in the coalition, what benefits can accrue to them and their organization, and who will contact the individual/organization.

Organization	Individual (if known)	Desired Involvement (Role/Skills/Resources)	WIFM	To be contacted by: 1) Coalition Member 2) Other Influential person

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WB:

Recruiting New Members

When preparing to ask an individual to join the coalition:

- Prepare talking points
- Identify an “influencer” to go with you
- If possible - ask their boss first
- Clarify expectations & provide options for their involvement
- Describe the WIFM
- Anticipate their objections



Sample Talking Points

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WB:

Recruiting New Members

Be prepared to offer a range of options for participation.

The individual may choose to:

- Become an active member - attend all meetings
- Only be called on for specific actions
- Recommend a co-worker / peer
- Provide an alternative resource
- Only receive newsletters and mailings
- Not participate

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Coalition Capacity Building

 **WB:** 

Retaining Coalition Members

To keep people involved in the coalition:

- Clarify their role (e.g., Job Description, Memorandum of Understanding?)
- Engage them immediately & appropriately (e.g., Subcommittee, Work Group, Key Leader Group)
- Share the coalition's goals and successes
- Ensure their WIFM is fulfilled
- Celebrate and acknowledge their contributions



Coalition Membership Worksheet 28

Coalition Membership Worksheet **WB:**

Complete a form for each member of the coalition. Update the worksheet on an annual basis.

Name:

Contact Information (Address, Phone, Email):

Title / Role:

Organization Name (NPO?)

Organization Contact Information (Address, Phone, Email, Website):

Skills/Resources/Connections:

Reasons for getting/staying involved in the coalition:

Current involvement with the coalition:

History of involvement with the coalition:

Involvement in other community-based organizations and efforts:

Other comments:

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 **WB:** 

Building Coalition Membership

Strong volunteer & membership base.

- Relationships
- Role
- Respect
- Recognition
- Rewards
- Results

Building A Strong Volunteer & Membership Base 30

Coalition Capacity Building

Building a Strong Volunteer and Membership Base

WB:

Topic	Coalition currently address the topic by:	Coalition can improve on how it address the topic by:
Relationships		
Role		
Report		
Recognition / Rewards		
Results		

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Common Challenges

- No clear role for potential members
- WIFM not clearly articulated
- Taking “no” for an answer
- Activities/Events that do not match the interests, skills, abilities, talents of the membership to be utilized (i.e., handing out pamphlets at the county fair)

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Pulling It Together

Building Coalition Membership:

- The coalition identifies other community efforts to address ATOD & health.
- The coalition reaches out to community organizations on a regular basis
- The coalition regularly assesses skills & 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.

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Coalition Capacity Building

Organizing for Success

Key components for building a solid organizational infrastructure:

- Clear roles and structure
- Good meeting & communication habits
- Community updates and dialogue
- Appropriate legal / fiscal organization

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Organizational Structure

Clarify the roles of:

- Board of Directors/Steering Committee
- Work Groups/Sub-committees
- Key Community Leaders/Stakeholders
- Youth Leaders
- **Coalition Staff**



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Timelines

Planning and timelines help to clarify:

- Scheduling and timing of efforts
- Distribution of the work
- Allocation of resources
- Prioritization of efforts
- Accountability



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Coalition Capacity Building

CADCA® Building drug-free communities. WB: 

Organizational Structure

Organizational structure helps to define:

- **Roles** for coalition leaders and members
- **Relationships** among coalition members and staff
- **Responsibilities** and duration of work groups
- **Reporting** channels
- **Meeting** content and frequency
- **Legal and fiscal lines of authority**



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CADCA® Building drug-free communities. WB: 

Meetings & Communications

Effective meeting and communication habits include:

- Hold meetings at appropriate times
- Distribute agenda - distribute early
- Keeping the meeting on track/keep minutes
- Agreeing upon decision making process
- Follow-up with minutes & action items
- Use e-mail lists, on-line groups, blogs, etc.



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CADCA® Building drug-free communities. WB: 

Common Tools for Organizing





Organization Chart Conflict Resolution Processes Job Descriptions Decision Making Procedures





By - Laws Meeting Management Memorandum of Understanding (MOU)

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Coalition Capacity Building

CADCA Building drug-free communities. WB: 

Communication

Target the community with specific messages:

- Identify "key" audiences
- Target communications to each audience
- Use a variety of communication techniques
 - One-on-one meetings or phone calls
 - "Blogs" or "Facebook page" for the coalition
 - Articles in the local paper
 - Paper and e-Newsletters



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Communications Worksheet

Target Audience	Information to be Shared	Communication Method

Adapted from WestCoast Prevention Planning Step 7: Evaluation <http://www.westcoast.org>

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To 501 (c) (3) or not?

Appropriate legal / fiscal organization
Determine how the coalition will conduct its legal and fiscal operations:

- Fiscal accounting
- 501(c)(3) status
- Insurance/liability coverage



Who should be the fiscal agent?
When would the coalition move these operations "in house"?

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Coalition Capacity Building

Common Challenges

- No time to schedule planning sessions
- Meetings aren't meetings—they are agency reporting sessions. That's not a coalition meeting. Use meetings to conduct COALITION business.
- Is membership defined on any level? Are there rules about being a member? How recruitment is conducted? Who gets in and who doesn't?

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Pulling It Together



Organizing the Coalition:

- 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
- Meetings held regularly with agenda & minutes distributed
- The coalition keeps information flowing to coalition members
- Responsibility for fiscal accounting, e.g., 501(c)(3) status, insurance is clearly defined

44

Coalition Leadership

Collaborative or Transformational Leadership

Effective coalition leadership requires a collection of personal qualities and skills that are typically not found in one individual, but rather in a group of committed leaders who have grassroots community support.

Source: Butterfoss, 2008. *Coalitions and Partnerships in Community Health*.

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Coalition Capacity Building

Enhancing Leadership

Coalition leaders include:

- Positional leaders: Chair, Vice Chair, Sec.,....
- Community "Champion"
- Paid staff: Executive Director
- Organizational "Host"
- Committee Chairs
- Board of Directors
- Community Members
- Youth
- Others:



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Enhancing Leadership

Leaders are involved as:

Facilitator **Content-Meta-expert**

Visionary **Strategist** **Broker**

Spokesperson **Coordinator**



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 **WB:** 

Enhancing Leadership

Principles of collaborative leadership:

- **Focus** the coalition on the goal
- **Build** champions/partners in the community
- **Promote** collaborative decision making, planning, etc.
- **Diversify, motivate & energize** the volunteer base
- **Help** resolve member conflicts
- **Communicate** with the community
- **Cultivate** leadership in coalition members

Leadership Assessment Worksheet 48

Coalition Capacity Building

WB: 

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Leadership Assessment Worksheet

Coalition Leader: Name/Position	Leadership Functions					
	Keeps the coalition focused on goal	Builds champions/partners in the community	Manages/proceeds with coalition making planning	Diversifies, motivates and energizes coalition's volunteer base	Helps resolve member conflicts	Communicates with the community
Coalition Chairperson	✓					
Executive Director (Staff)						
Key Leader Champion						

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WB: 

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Enhancing Leadership

Cultivating Leadership – action steps:

- Identify leadership strengths and preferred roles
- Create multiple leadership roles
- Plan for succession
- Provide training
- Conduct leadership retreats
- Create mentoring opportunities
- Develop a youth leadership program

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WB: 

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Enhancing Leadership

Youth Leadership - considerations: 

- Leadership opportunities must be real and meaningful
- Assess time and transportation requirements for youth involvement
- Ensure sufficient staff support
- Be prepared to act on the youth input
- Provide appropriate recognition

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Coalition Capacity Building

Defining Youth Roles Within The Coalition

Use the following worksheet to define opportunities for youth involvement within your coalition. Once the role is identified be sure to outline the skills youth will need to succeed within that role, the resources the coalition has to support youth in the role and systems or groups within the community where you may recruit youth to fill the role.

Opportunities for Youth Involvement Within Coalitions	Role	Skills Needed	Resources for Support	Recruitment
> Youth adult partnerships (youth on adult-led boards and committees)				
> Youth Ownership (Youth led-boards and committees with adult support)				
> Youth as planners				
> Youth as decision makers				
> Youth as resources				
> Youth as researchers				
> Youth service projects				
> Youth voice (serving as organization spokesperson)				
> Youth serving as trainers				
> Youth serving as grant makers				
> Youth serving as facilitators				
> Youth as [other roles]				

Youth Engagement Questionnaire

Before moving forward with engaging youth, coalitions must have focused conversations and honest answers to the following questions:

1. Why youth engagement is important to the coalition?	
2. What is the history of involving youth in the coalition (successes and challenges)?	
3. What are the pros and cons of involving youth?	
4. What are some of the assumptions and beliefs about the capabilities of youth?	
5. What are the perceptions adults have of youth, perceptions youth have of adults?	
6. What is the level of adult readiness to share power and responsibility with youth?	
7. What will the organization gain from actively engaging youth?	
8. What will youth gain from being involved?	

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Community Champions

Community champions care about the community, substance abuse and related issues.













Relevance to Community Concerns

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Coalition Capacity Building

Common Challenges

- Coalition Chair person is not assertive or task oriented enough
- Unable to find a “champion”
- Do not plan for appropriate leadership training
- Pick “the leader” because it’s the only person who would do it
- Lack of cultivation of new leaders

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Pulling It All Together



Enhancing Coalition Leadership:

- Coalition leaders (including youth) 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

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Fostering Cultural Competence



Cultural Competence:

“ 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.”

U.S. Dept. of Health and Human Services

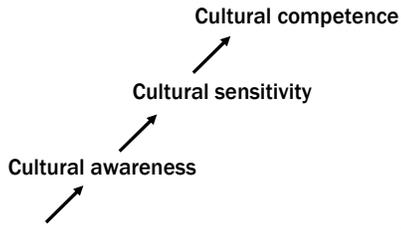
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Coalition Capacity Building

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Fostering Cultural Competence

Understanding Cultural Competence is a process:



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CADCA *Building drug-free communities.* **WB:** 

Fostering Cultural Competence

Ways to build cultural competence:

- Affirm a coalition-wide commitment
- Assess coalition strengths and weaknesses
- Discuss within the coalition
- Engage in outreach with the community
- Address specific culture-related issues
- Provide information in different languages



Cultural Competence Checklist

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Cultural Competence Checklist **WB:**

Use the following checklist to ensure that important issues are addressed for each cultural identified in the community.

Culture to be addressed: _____

Issue	Is the issue adequately addressed? Yes/No	How do you / will you address this issue?
Are coalition members and staff representative of the target population?		
Are the published materials and curricula relevant to the target population?		
Have the curricula and materials been examined by experts or target population members?		
Has the coalition taken into account the target population's language, cultural context, and socioeconomic status in designing its materials and plans?		
Has the program developed a culturally appropriate outreach action plan?		
Are activities and decision-making designed to be inclusive?		
Are meetings and activities scheduled to be convenient and accessible to the target population?		
Are the gains and rewards for participation in your program clearly stated?		
Have coalition members and staff been trained to be culturally sensitive in their interactions with the target population?		

Adapted from: Getting to Outcomes, Volume I. SAMHSA, CSAP, NCAF, June 2000.

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Coalition Capacity Building

Common Challenges

- Translation of coalition materials into other languages (to do or not to do)
- No (limited) representation by communities of interest or experience or only “token” involvement
- Coalition does not address issues in an organized manner with diverse community (lack of plan to do so)
- Culturally sensitive issues are not discussed

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Coalition Capacity Checklist

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
- Members/staff have been trained in cultural competence.

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 **WB:** 

Capacity Building Summary

- Community Level Change & Role of the Coalition
- Clarify the “Work” to be Done
- Recruiting Coalition Members
- Building A Strong Team
- Organization & Roles
- Coalition Leadership & Community Champions
- Cultural Competence



Coalition Capacity Building Checklist

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Coalition Capacity Building

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Community Problem Solving



Strategic Prevention Framework 67

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“Intentional” Capacity Building

SPF Element	Capacity Building Actions
Assessment	- Recruit “holders” of data - Understand how cultural groups are affected
Capacity	- Assess and address membership, organization, leadership, cultural competence with intent
Planning	- Strong leadership is required for strategizing, prioritizing and managing conflicting viewpoints
Implementation	- Support partner implementation efforts - Adjust coalition structure as necessary
Evaluation	- Assess capacity building efforts to identify what worked, what didn't and how to improve
Cultural Competence	- Build organizational and individual competence - On-going throughout the process

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Building Coalition Capacity

Using the Coalition Capacity Building Checklist.

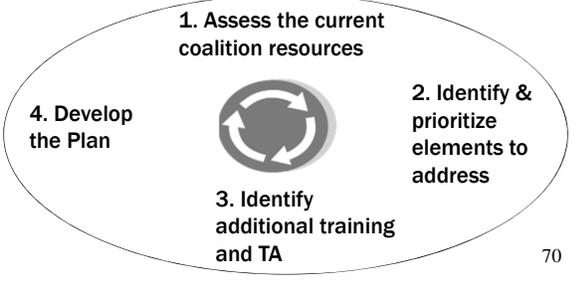
- How can this be used to assess coalition capacity?
- What issues may arise when using such a checklist with my coalition?
- What is the best time to address capacity?
- Do any issues stand out as priorities at this time?

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Coalition Capacity Building

Steps to Creating a Capacity Building Plan



1. Assess the current coalition resources

2. Identify & prioritize elements to address

3. Identify additional training and TA

4. Develop the Plan

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Creating a Capacity Building Plan

Step 1: Assess the coalition's current resources

- How much time can the coalition / members devote to planning?
- What resources are the coalition able to apply to addressing capacity?
- What skills do coalition members have – or can access?

Use the *Coalition Resources Worksheet*

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Creating a Capacity Building Plan

Step 2: Identify and prioritize elements to address:

- Involve coalition members and partners in the decisions
- Review the Coalition Capacity Building Checklist
- Identify which elements require the most attention
- Determine the criteria for prioritizing & prioritize

Use the *Coalition Capacity Building Checklist*

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Coalition Capacity Building

Creating a Capacity Building Plan

Step 3: Identify additional training and TA

- Review the prioritized elements
- Determine the source of information and skills
- Identify training and TA required
- Contact CADCA and other resource providers for assistance

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Creating a Capacity Building Plan

Step 4: Develop the Capacity Building Plan to include:

- Coalition Assessment Results
- Capacity Building Goals
- Description of specific capacity building elements to address
- Training and technical assistance required
- Action planning steps / Resources Required



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Taking It Home

Ways to engage the coalition in building Capacity:

- Create a Capacity Building work group/committee
- Conduct a capacity building retreat
- Address individual key elements at coalition meetings
- Educate / train the coalition



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Coalition Capacity Building

WB: 

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Next Steps



Action	How?	By whom?	By when?
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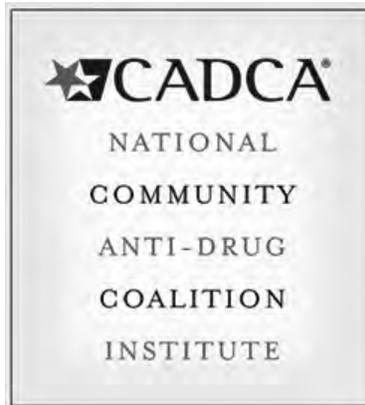
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Resources

CADCA – Community Anti-Drug Coalitions of America
www.cadca.org

Help & Technical Assistance – Contact:
1-800-54CADCA x240
training@cadca.org

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