COALITION DEVELOPMENT

TOOLKIT

PREPARED BY

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EXECUTIVE SUMMARY

Coalition work is both challenging and rewarding as it allows us to venture into investigating population-level behaviors and conditions. Proper planning is critical and utilizing an effective framework is essential. This toolkit outlines the basic steps community organizers can take to maximize their success in identifying local problems and needs, while subsequently identifying local resources to develop solutions.

In addition to being fun by engaging closely in relationship-building, coalition work around primary substance use prevention is cost-effective.

As Benjamin Franklin famously said, "an ounce of prevention is worth a pound of cure:" we see the benefits of primary prevention compounded as coalitions are able to make big changes out of scarce resources.

A NOTE FROM THE AUTHOR

By reviewing the narrative content of this toolkit, using the draft agendas as guides, and incorporating the accompanying training videos during planning meetings, community organizers can jump start a coalition and build a strong foundation for success.

For each section, there are tips, additional resources, and worksheets to facilitate the effective development of a coalition in your community. Just remember, coalition work is a process, not a race, so enjoy your time along the way!

"An ounce of prevention is worth a pound of cure."

Benjamin Franklin

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COALITION DEVELOPMENT TOOLKIT

SECTION I

Introduction to Coalitions

Substance use prevention coalitions are groups of people with similar interests in preventing youth substance use to create healthy communities that thrive. Effective coalitions operate by an evidence-based model of change called the Strategic Prevention Framework, which allows communities to make data-driven decisions to address complex behavioral problems by assessing their community. Utilizing the community assessment, communities then build capacity around areas of need, identify community problems, and develop community-level solutions. Meanwhile, evaluating their work and creating a process that is inclusive and involves members from all parts of the community, including the diversity within, leads toward both effectiveness and sustainability. *i*

Mother Theresa once said, "I alone cannot change the world, but I can cast a stone upon the water to create many ripples." Her quote captures the essence of a coalition; coalitions address urgent, complex, and systemic issues by broad community collaboration that is dynamic and reliant on a team approach. *i*

"I ALONE CANNOT CHANGE THE WORLD, BUT I CAN CAST A STONE UPON THE WATER TO CREATE MANY RIPPLES."

-Mother Theresa

What is a coalition?

A coalition is "an alliance for combined action" *ii* that includes a group of people who work together toward a shared mission. Coalitions exist in varied sizes and structures, but all work collaboratively to achieve a set of goals. *ii*

How do we know when to start a coalition?

There are a number of reasons a community might want to start a coalition; generally, communities start coalitions when there is an urgent need but efforts to address the need are inconsistent.

Reasons communities might be inclined to start a coalition include:
- To address an urgent need
- To empower segments of the community
- To obtain funding to address a specific need
- To align strategies and avoid duplication of services
- To share and assemble resources
- To break down "silos" and increase communication across agencies, groups, or sectors
- To share responsibility
- To bring attention to the problem or issue
- To affect long-term change *iii*

Who should be part of a coalition?

Coalitions should be truly representative of the communities they serve. As such, the coalition make-up should represent both the diversity and stakeholders that live and work in the community. At minimum, coalitions should aim to include representatives of each of the 12 sectors of their communities from each jurisdiction or municipality within the geographical area they serve.

The 12 sectors are:
- Youth
- Parents
- Law enforcement
- Schools
- Businesses
- Media
- Youth-serving organizations
- Religious and fraternal organizations
- Civic and volunteer groups
- Healthcare professionals
- State, local, and tribal agencies with expertise in substance use
- Other organizations involved in reducing substance use

"
TIP: Check out whitehouse.gov/ondcp/dfc/ for more info on the 12 sectors!
"

Not only will you want to identify people who are passionate about your coalition's mission to be part of your work, you will also want to identify influential people in the community to be part of your work. In order to do this, you will have to sell them on your mission. Dr. Grady Bogue, an esteemed professor and chancellor within the University of Tennessee system, wrote in *Leadership and Legacy Moments* "leadership is a balance of tell and compel and inquire and inspire." *iv* What this message translates to coalitions is we must find the natural leaders in our community, tell people about our work, and compel them to be part of it, but we must also find the people who are already committed to our mission, ask them questions, and inspire them to join us to do something about it.

Sectors of a Coalition

YOUTH are integral to effective coalitions. Since most substance use prevention coalitions focus on youth as part of their mission, involving youth in the planning, development, and implementation of coalition work is essential to ensure coalitions meet their intended target.

PARENTS also provide an essential perspective to effective coalition work. Often, local conditions focus on parents; therefore, bringing the perspective of a parent to planning is important. Additionally, many interventions include parents as the intended recipient, so parents are a critical connector to other parents and children and youth in the community.

LAW ENFORCEMENT officials are key players to enforcing law and ordinances. Since a policy is only as effective as its enforcement, law enforcement officials are essential in the coalition's infrastructure. They are also often able to assist with obtaining data important to assessing community needs.

SCHOOLS play an important role in reaching students for data collection, programming, policy, and also school administrators, faculty, and staff provide a valuable perspective on student behavior, which is important in assessing needs, progress, and outcomes.

BUSINESS partners are an important outlet to reach people where they interact most frequently and can assist in disseminating information to their customers.

MEDIA partners are important to involve. The media is an efficient way to disseminate mass messages in the community. Additionally, training media partners to use inclusive language is part of an effective messaging campaign.

YOUTH-SERVING ORGANIZATIONS, like schools, play an important role in reaching students for data collection, programming, policy, and also program staff provide a valuable perspective on youth behavior, which is important in assessing needs, progress, and outcomes.

RELIGIOUS AND FRATERNAL ORGANIZATIONS are critical partners to engage since meeting people where they are is such a powerful element to long-term success. Incorporating prevention services through every sector in the community initiates a paradigm shift. Utilizing the faith sector offers an avenue to overcome the stigma that has long plagued substance use disorder.

CIVIC AND VOLUNTEER GROUPS are often where you will find the "doers"—the people who are dedicated to improving their community—as well as philanthropists who are eager to find ways to support efforts to improve the community.

HEALTHCARE PROFESSIONALS are perfectly positioned to both provide data and experience and implement evidence-based strategies to reduce the prevalence of substance use. Engaging healthcare professionals is an effective way to initiate high-level environmental strategies.

STATE, LOCAL, AND TRIBAL AGENCIES often are the decision-makers who pass policy and oversee budgets and operations. Some are elected and some are appointed, but each can be a strong partner to bring to the table not only for their influential position, but for their ability to connect with members of the community .

> " *TIP:* Make sure to engage your volunteers in new member recruitment! "

OTHER ORGANIZATIONS involved in reducing substance use might include treatment facilities, mental health agencies, recovery programs, or the like. These organizations and their members bring relevant perspectives to planning through lived experience, which provides a powerful opportunity to maximize the success of the coalition's planning efforts.

Generally speaking, coalitions should aim not only to have one person per sector on the coalition, but also one person from respective jurisdictions, municipalities, or geographical areas targeted by the coalition to ensure the makeup of the coalition represents the target population.

*Use the worksheet on the next page to assist your coalition capacity building efforts

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
Businesses		
Child Care Providers		
Civic / 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		
Other		

SECTION II

Coalition Start-up Checklist

- ☐ Assemble coalition start-up team
- ☐ Build capacity and recruit members to attend first meeting
- ☐ Host first meeting
- ☐ Participate in Strategic Prevention Framework training
- ☐ Establish coalition vision and mission
- ☐ Elect Executive Committee (President, Vice President, Secretary, Treasurer)
- ☐ Create Community Assessment
- ☐ Map resources and hot spots
- ☐ Review community data
- ☐ Conduct problem analysis
- ☐ Prioritize substances
- ☐ Transfer problem analysis to logic model
- ☐ Map data to logic model
- ☐ Develop a coalition call to action
- ☐ Establish evaluation plan based on coalition logic model
- ☐ Develop evaluation communication plan
- ☐ Establish annual operating budget
- ☐ Create initial sustainability plan
- ☐ Review checklist to ensure proper coalition development milestones
- ☐ Celebrate success
- ☐ Investigate funding opportunities
- ☐ Repeat cycle

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SECTION III

Applying Best Practices To Your Coalition's Development

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STRATEGIC PREVENTION FRAMEWORK

Coalitions use a public health approach to reduce substance use in communities. This environmental approach focuses on changing the local conditions where the substance use is occurs or that allows the substance use to occur, while addressing risk and protective factors.

Risk and protective factors exist at the individual level as well. All people will have some mix of risk and protective factors. What is important in the field of prevention is striking a balance between these so that the effects of protective factors outweigh the effects of risk factors.

In our communities, there are many factors that influence a person and the likelihood they will develop substance use disorder. When coalitions are effective, they reduce risk factors while enhancing protective factors that mitigate those risks. The Risk and Protective Factor theory is a field of study pioneered by David Hawkins and Richard Catalano. *vi* While prevention planners cannot change a substance use problem directly, we can work through underlying risk and protective factors that influence the problems our communities face. What's important is we identify strategies in our

communities that fit both our community and the root causes (underlying factors, risk factor, intervening variables).

Applying the Strategic Prevention Framework (SPF) helps prevention professionals identify factors having the greatest impact on their target population. *i*

The SPF Includes 5 Steps: *i*

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1 . **ASSESSMENT**: Identify local prevention needs based on data
(e .g ., What is the problem?)
2. **CAPACITY**: Build local resources and readiness to address
prevention needs (e .g ., What do you have to work with?)
3. **PLANNING**: Find out what works to address prevention needs and
how to do it well (e .g ., What should you do and how should you do
it?)
4. **IMPLEMENTATION**: Deliver evidence-based programs and
practices as intended (e .g ., How can you put your plan into action?)
5. **EVALUATION**: Examine the process and outcomes of programs
and practices (e .g ., Is your plan succeeding?)

The SPF is also guided by two cross-cutting principles that should be integrated into
each of the steps that comprise it:

CULTURAL COMPETENCE: The ability of an individual or organization to understand
and interact effectively with people who have different values, lifestyles, and traditions
based on their distinctive heritage and social relationships.
SUSTAINABILITY: The process of building an adaptive and effective system that
achieves and maintains desired long-term results. *i*

Once communities identify the most significant factors affecting our population, we can then strategize to maximize protective factors, while working to mitigate risk factors.

Risk factors are characteristics at the biological, psychological, family, community, or cultural level that precede and are associated with a higher likelihood of negative outcomes.

Protective factors are characteristics associated with a lower likelihood of negative outcomes or that reduce a risk factor's impact and may be seen as positive events that counteract risk factors. Some risk and protective factors are fixed, meaning they do not or cannot change. Examples of fixed risk factors could include age, gender, or medical history. Other risk and protective factors are variable, meaning they can change over time. Variable risk factors include income level, peer group, adverse childhood experiences (ACEs), and employment status. Variable protective factors might include positive self-image, self-control, or emotional intelligence.

At the end of the day, risk factors are associated with a higher likelihood of negative outcomes while protective factors are associated with a lower likelihood of negative outcomes. Understanding and identifying risk and protective factors helps communities understand what they should do to prevent problem behaviors and promote healthy development. *viii*

Risk factors can exist in multiple contexts like within relationships, in communities, within families, in the peer and individual domain, and among society. As communities effectively assess the levels of risk factors, they are well-positioned to select priority risk factors to which they can match strategies and interventions to insert protective factors to initiate desired changes to address the risk. *ix*

> **"**
> ***TIP:*** The SPF is not a once and done activity…it keeps going and going and going!
> **"**

ASSESSMENT

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QUICK TIPS For more info, check out CADCA's Primer on Assessment

The community assessment is the foundational process for developing a coalition that is positioned to make data-driven decisions and contribute to positive impact in the community. The community assessment establishes priorities, diagnoses root causes of problems, helps to identify resources in the community while also allowing the coalition to prioritize the most pressing issues. Once the coalition identifies each of these components, it has the ability to identify its strategic role in preventing and mitigating the problem.

The community assessment should, at minimum, contain a *description of the community*, including geographical boundaries, features of the shared environment, the communities within the community; needs and resource data, including demographics, consequences, problems, root causes, and local conditions; problem analysis, including root causes and local conditions. *x*

> **TIP:** Your assessment will be the foundation for your coalition to make data-driven decisions!

In addition to these elements, many coalitions opt to include levels of community readiness in their Community Assessment. Community readiness can be assessed by using a proven model. One such model was developed by the Tri-Ethnic Center for Prevention Research at Colorado State University's College of Natural Sciences. The Community Readiness Model identifies nine stages of readiness based on key measures among community members and leadership, and assess readiness based on five key dimensions. Assessing readiness is an important component of the community assessment that organizations conduct early in their planning process. Resources from the Tri-Ethnic Center for Prevention Research are available free of charge and are easy to use. *xi*

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The final step of community assessment is to conduct a problem analysis based on the data you collect. During this process, you may choose to utilize a facilitator to help identify the root causes and local conditions of the substance use behaviors you wish to address. This process utilizes a question-driven approach and gives coalitions the opportunity to answer WHY the substance is being used in the community and WHAT DOES THE BEHAVIOR OF THIS PROBLEM LOOK LIKE HERE, respective to your target population. *xii*

Once your coalition identifies the problem you want to address first, you can use this root cause analysis process to identify root causes and local conditions. First, ask **WHY?** is this a problem in our community. Write down all the responses in a series of circles around the problem. Second, ask **WHAT DOES THE BEHAVIOR OF THIS PROBLEM LOOK LIKE HERE?**, respective to your target population. Do this for every WHY circle. Chart paper, white boards, or other electronic techniques are great tools for this process.

Your process might look something like this:
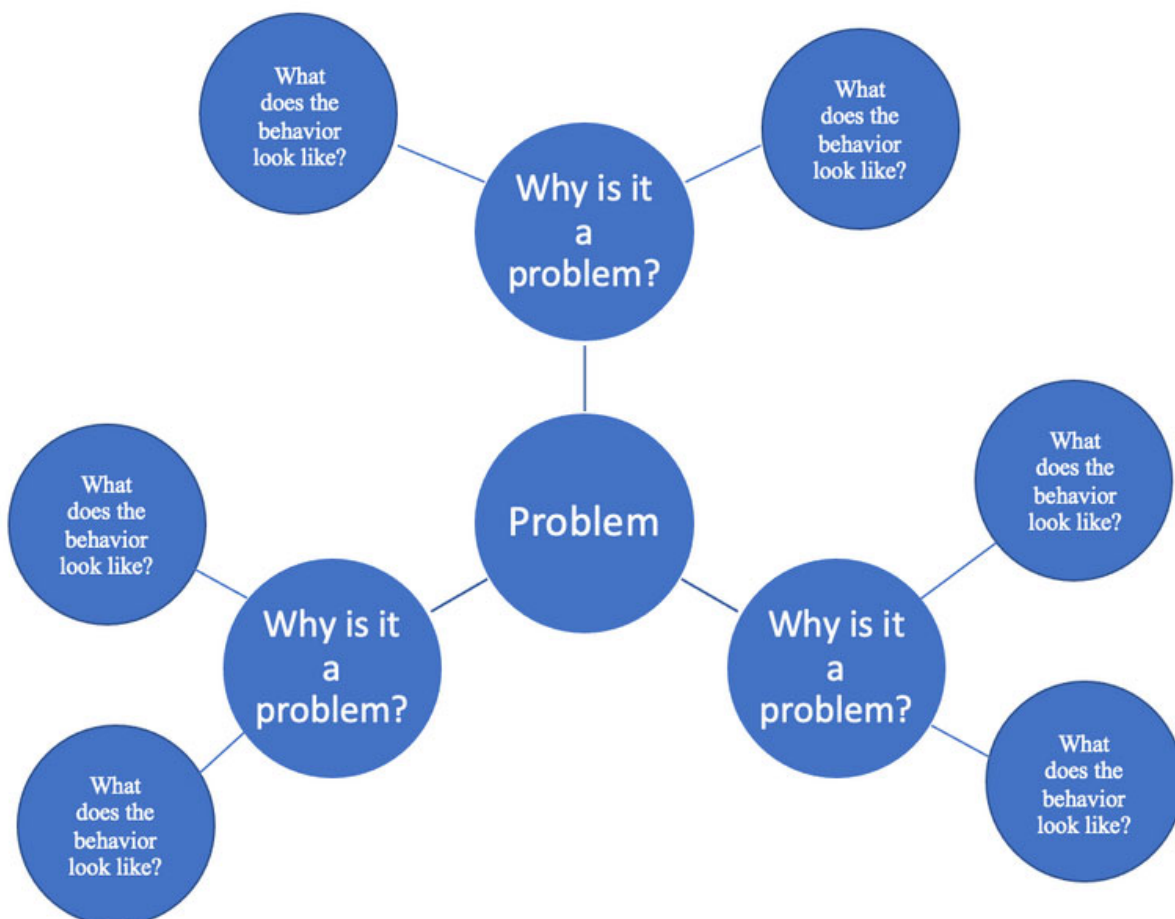
*Use the template on the next page to create your coalition's community assessment

COMMUNITY ASSESSMENT TEMPLATE

Coalition Name:

Community Description
- Describe the community geographically
- Describe the community demographically (including the denominator)
- Define your community
    - Communities of place, interest or experience
    - The other relevant "communities within your community"

Community Needs
- Consequences
- Problem behaviors (drug use)
- Root causes and local conditions (for each drug)

Community Resources
- Describe the resources that promote positive consequences and behaviors, protective factors and local conditions that build protection and assets that can be used to change poor local conditions
    - Identify any gaps in resources

Community History
- Historical origins of community generally
- Historical origin of related issues
- History of community organizing for community improvement and related issues

Problem / Goal Statements
- Write one problem statement for each drug to be addressed (The coalition will create a logic model for each drug)
- Describe why each drug was prioritized

Once your coalition has a firm handle on your community assessment and you have prioritized your problem analysis, it is time to transfer the information prioritized from the problem analysis to a logic model. The good news here is you have already done the hard work. All you have to do now is make the transition.

A logic model is simply a roadmap or a blueprint of how your effort is supposed to work. Logic models provide a visual representation of how the coalition will bring about change and illustrate the results you expect to see in the community. *iii*

The main components of a logic model are:
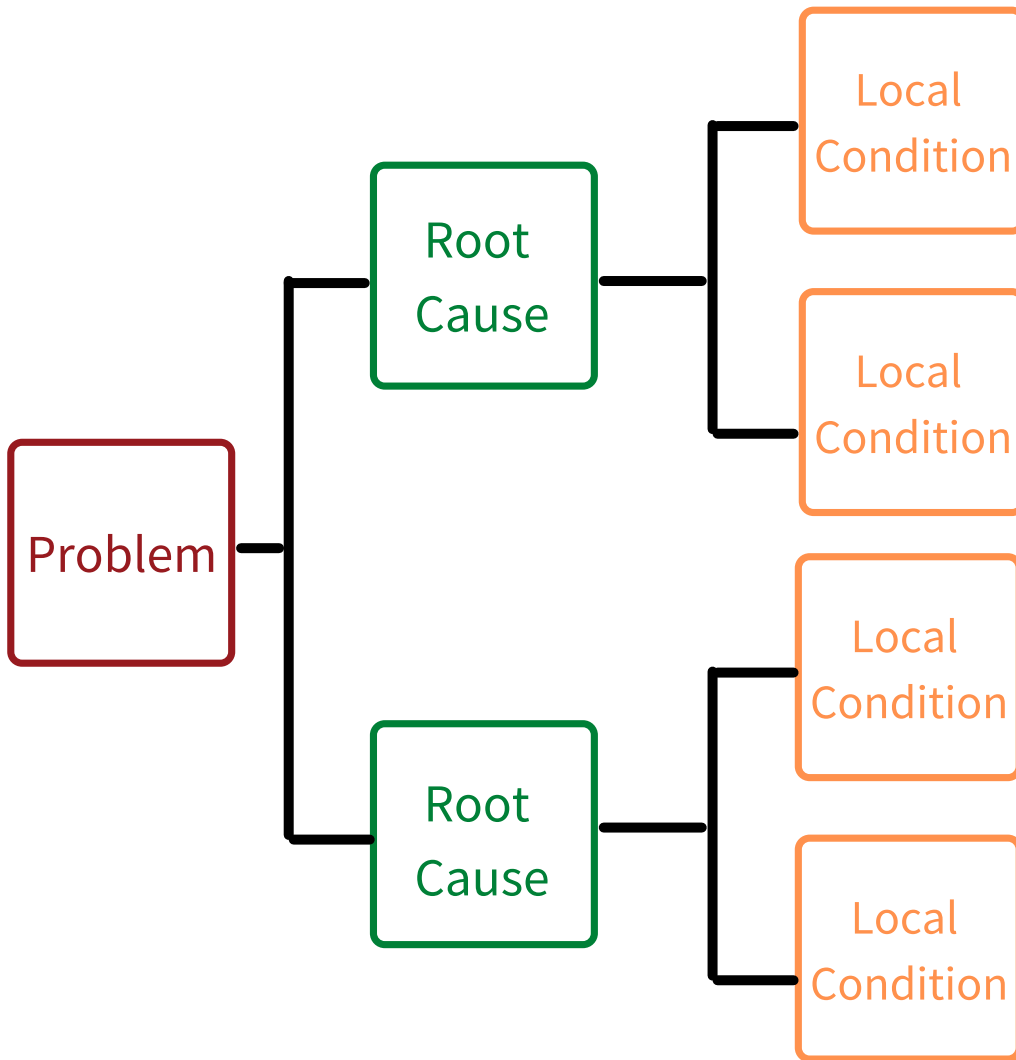1. **Problem statement** (you established this in your community assessment)
2. **Root causes** (you identified these in your problem analysis): WHY is it a problem?
3. **Local conditions** (you identified these in your problem analysis): WHAT does the behavior look like in your community?
4. Data (you will map data to your logic model later)
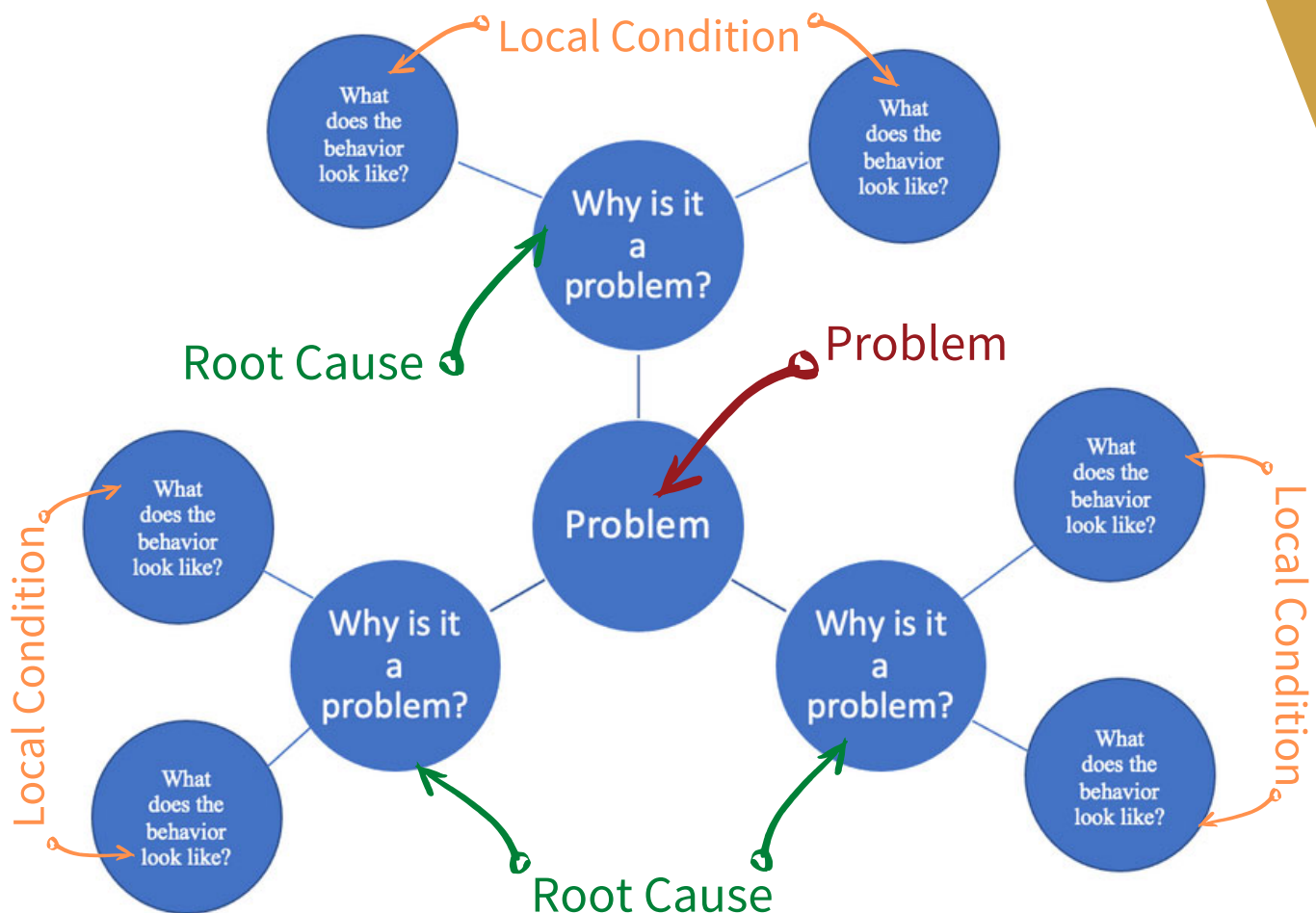
*Use the template on the next page to create your coalition's community assessment

Logic Models

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Problem analysis can be rather messy. You can clean it up by establishing priorities and moving them to a logic model. Your logic model might look something like this, but remember, your coalition will establish as many root causes and local conditions as are necessary:

```
                                      ┌─── Local Condition
                    ┌── Root Cause ──┤
                    │                 └─── Local Condition
Problem ───────────┤
                    │                 ┌─── Local Condition
                    └── Root Cause ──┤
                                      └─── Local Condition
```

*Use the template on the next page to create your coalition's logic model

LOGIC MODEL TEMPLATE

Transfer prioritized information from your problem analysis onto this logic model template. You will map data later.

| Local Condition #1 |
| Local Condition #2 |
| Local Condition #3 |
| Local Condition #4 |

Root Cause #1

Root Cause #2

Problem

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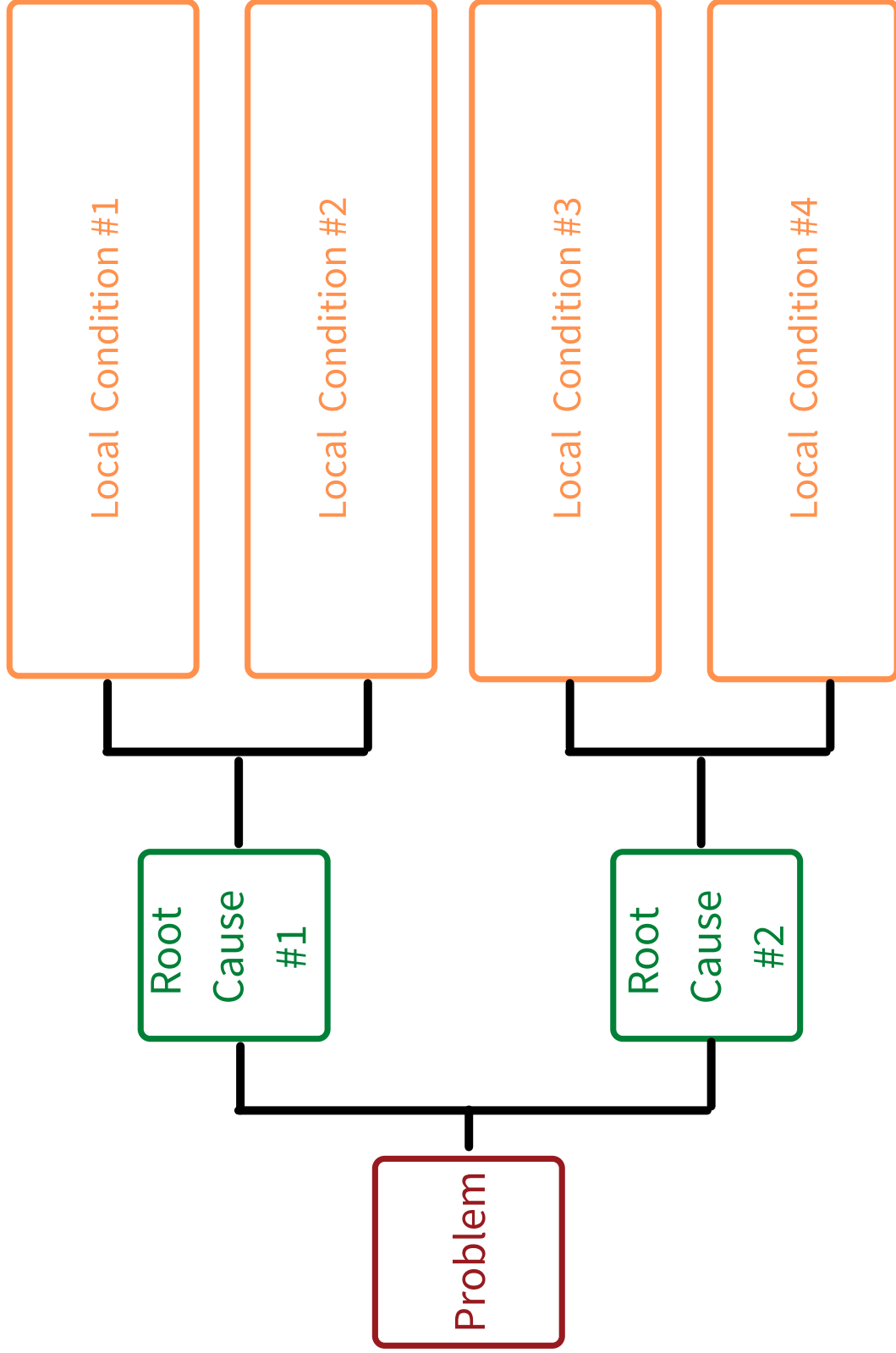
CAPACITY

For more info, check out CADCA's Primer on Capacity

Building capacity is essentially assembling the resources to do the "work" of the coalition, including human capital, in-kind (donated) tangible materials, and financial resources. When building coalition capacity, coalitions must consider what work needs to be completed now and what skills are required to see that work through to completion. This idea, called "targeted recruitment" allows coalitions to "get the right person to the right meeting or event at the right time." *xv*

Capacity building means constantly recruiting new members and enhancing skills and leadership and celebrating success to retain existing members. In addition, coalition members want to feel useful when they come volunteer for planning or events. In order to recruit the right people and ensure their expectations are met, utilizing a job description for volunteers is recommended. A sample job description is attached as a resource.

> *TIP:* Making time to build capacity allows volunteers to share the workload!

*Use the following worksheets to help build your coalition's capacity

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?

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)	What's in it for them?	To be contacted by: 1) Coalition Member 2) Other Influential person

SAMPLE – SECTOR REPRESENTATIVE JOB DESCRIPTION

Sector Representative Job Description

Sector Representatives play a significant leadership role within the Coalition. Sector Representatives will promote their Sector perspectives in efforts to develop and implement strategies to accomplish the vision and mission of the Coalition.

Specific 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
- Participate in the identification and selection of a replacement Sector Representative

Time Commitment:

- One- to three-year position
- Eight to 12 Coalition meetings per year (1 to 1½ hours per meeting)
- Attend task force/action team meetings as needed

Personal Qualities:

- Commitment to improving the health of Steele County residents
- Knowledge of the 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
- Become a leader within your sector
- Gain new experiences and skills
- Increase communication skills
- Work with other community professionals

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PLANNING

QUICK TIPS — For more info, check out CADCA's Primer on Planning

Effective planning is a critical element to establishing a coalition that is both efficient and effective. Using data in your coalition's planning is a wise investment of time and resources; in addition, using members of your target population does the same to enable your coalition to plan strategies effectively to reach your target audience. Utilizing the Strategic Prevention Framework in your coalition's planning is effective when used as a participatory process. Engaging members in coalition work is pivotal to your success. This open process gives members the opportunity to feel ownership of the process, which helps to distribute the work.

Think back to the words of Mother Theresa: "I alone cannot change the world, but I can cast a stone upon the water to create many ripples." Engaging members in this process helps us create many more ripples to further expand our efforts.

"I alone cannot change the world"

-Mother Theresa

Another important concept to consider is the idea of "nothing about me without me." Coalitions must be representative of the populations they serve, including the diversity within. To be truly representative, members of the target population must be included in the planning. Whether they be youth, senior adults, persons in recovery, or any other specific demographic, planning **WITH** people is a much more effective use of our time and resources than planning **FOR** them.

The participatory approach to planning has its advantages and disadvantages, but in the end, this approach is critical to community building, problem solving, and community ownership of the work of your coalition. When using the participatory approach to planning, when it comes time to implement strategies, there are more people with buy-in who will be willing to help do the work of the coalition. *iii*

Participatory Approach

ADVANTAGES

- Builds community trust
- Is engaging and establishes buy-in
- People are more willing to help implement strategies they helped create
- Incorporates more broad ideas from diverse stakeholders
- Allows for consideration of cultural competence
- Establishes a method for accountability

DISADVANTAGES

- Takes additional time
- Requires extra planning
- Requires an organized facilitator
- Requires the leader to give control over to the larger group

TIP: Involving members in the planning process creates buy-in so they will remain engaged!

The most critical components to address when engaging in coalition planning include:

1. Vision
2. Mission
3. Objectives
4. Strategies
5. Action Plan

As coalitions are planning, it is important they make sure not to put the proverbial cart before the horse. It is easy to jump to identifying strategies once coalitions identify the problems in their community; however, if we are methodical in our planning, the community will reap the benefits in the effectiveness of the outcomes the coalition contributes to. In order to be methodical in our planning, coalitions must develop strategies that are tied directly to the behaviors identified as local conditions in their communities.

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SMART Objectives

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Once coalitions develop their vision and mission, writing objectives are the next big step. Objectives are quite methodical and there is a simple formula coalitions can follow to ensure their objectives are comprehensive. Coalitions can follow the S.M.A.R.T. acronoym to establish comprehensive objectives. *iii*

- **S**pecific
- **M**easurable
- **A**chievable
- **R**elevant
- **T**imed

Specific describes what will be changed (for example, prevalence of 30-day use of alcohol for a specific population).

Measurable includes how much change will occur, including the data collection instrument (source) (for example, decrease prevalence of 30-day use of underage alcohol use by 3% from 27% to 24%).

Achievable means the coalition has the capacity to reach the objective (determining if an objective is achievable is subjective; therefore, if the coalition can justify the decision, the objective would qualify as achievable).

Relevant means the objective is related to the organization's mission and vision and the group has a clear understanding of how the objective fits with the mission of the organization and its strategies.

Timed means there is a set end point for the objective to be achieved and the baseline and target measures have dates assigned to them *xiii* (short-term, intermediate, and long-term objectives also have guidelines on the timeframe in which they should be achieved: short-term objectives tie to local conditions and should be stated in terms of 6 months to 24 months; intermediate objectives tie to root causes and should be stated in terms of 1 year to 4 years; long term objectives tie to the problem and should be stated in terms of 3 years to 10 years.) *xix*

Objective *xviii*	Logic Model Element	Timeframe
Long-term	Problem	3-10 years
Intermediate	Root Cause	1-4 years
Short-term	Local Condition	6-24 months

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Here is a formula you can use to enhance your skills in writing objectives:

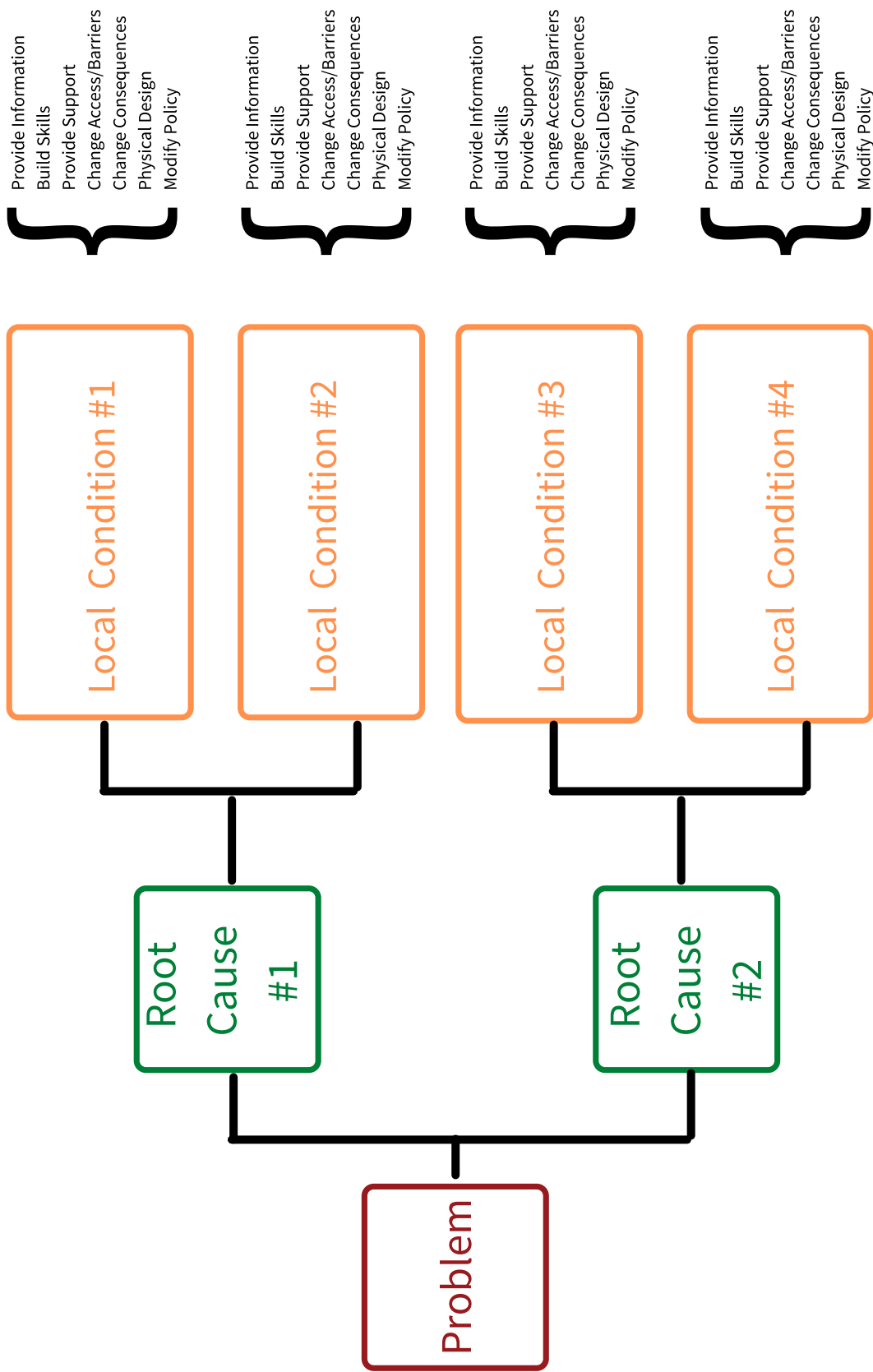Simply replace the underlined indicators to match your objective statement.

(Increase/Decrease) (specific indicator) among (specific population) by X% from Y% in (baseline year) to Z% in (target year) as measured by (data collection method and source, date).

Example:
Decrease prevalence of 30-day use of alcohol among 6th-12th grade students by 3% from 27% in 2021 to 24% in 2026 as measured by Tennessee Together Student Survey, administered in the spring of 2021.

After coalitions write objectives, it is time to begin developing strategies. Strategies are the steps coalitions will take (or activities that will be implemented) to achieve the stated objective. Strategies are always mapped directly to local conditions as illustrated on the next page.

LOGIC MODEL ILLUSTRATION WITH STRATEGIES

Provide Information
Build Skills
Provide Support
Change Access/Barriers
Change Consequences
Physical Design
Modify Policy

Provide Information
Build Skills
Provide Support
Change Access/Barriers
Change Consequences
Physical Design
Modify Policy

Provide Information
Build Skills
Provide Support
Change Access/Barriers
Change Consequences
Physical Design
Modify Policy

Provide Information
Build Skills
Provide Support
Change Access/Barriers
Change Consequences
Physical Design
Modify Policy

Local Condition #1

Local Condition #2

Local Condition #3

Local Condition #4

Root Cause #1

Root Cause #2

Problem

Strategies

Coalitions seek to change behavior among an entire population; therefore, it is important to develop a comprehensive set of strategies since no single strategy will work for everyone in the community. Strategies should be based on evidence that supports they will be effective, but should also be culturally appropriate for the population in which they are to be used. *xviii*

Strategies vary between those that reach the individual and those that reach entire populations. Strategies that reach entire populations are referred to as environmental strategies. To illustrate the difference between individual and environmental strategies, we could consider a fish tank. Imagine you have an aquarium. In your aquarium, you have a dozen fish. Eight of your fish have become sick. You take the fish out of the aquarium and to your local aquatics store. They are able to nurse the sick fish back to health and you return them to your aquarium.

Before the week's end, six fish are sick again, so you decide to take a water sample from your aquarium to the aquatics store. They test the water and determine there is bacteria in the tank making the fish sick. As a result, you are able to treat the water and all the fish become well. The individual strategy is treating each fish. The environmental strategy is treating the water. In the end, treating the water is much more efficient and cost-effective and your fish all improve faster.

In our communities, we could work to reach each individual person, but that takes a significant amount of time and money. In order to change behavior most effectively and make the healthy choice the easy choice, we can treat the environment, just as we treated the environment the fish live in.

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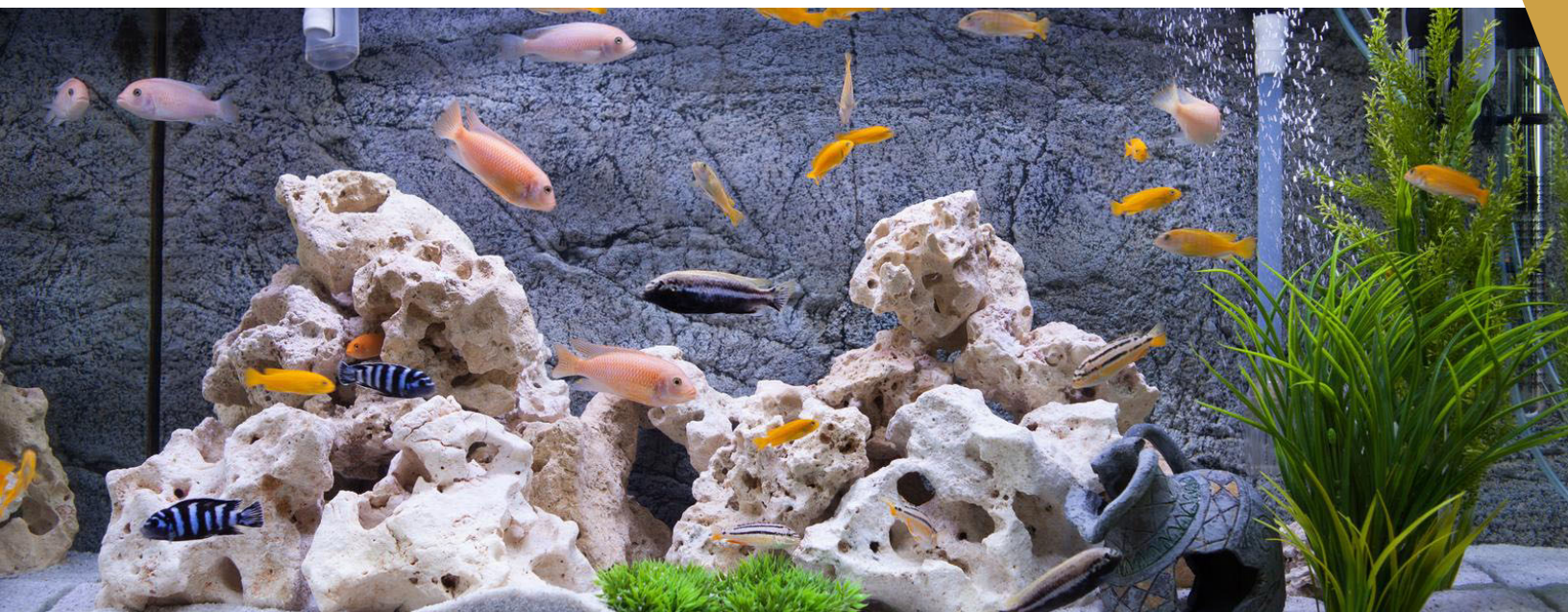
7 Strategies for Community Change *xviii*

Since coalitions develop a comprehensive set of strategies to achieve change, it is important the strategies complement each other. In order to ensure strategies work together, sometimes coalitions will begin planning strategies with their policy change. When coalitions plan the policy strategy first, it is easy to identify complimentary strategies to provide information about the new policy to the community, train those who will enforce the policy on proper protocol, provide support as necessary, determine how the policy will change access or barriers to the risk or protective factor, identify the consequence for breaking the policy, and identify changes to the physical design to make it easier to follow the policy. Below, you will see the breakdown of the strategies for community change, separated by strategies that reach the individual and strategies that reach the entire environment.

7 Strategies for Community Change *xviii*

1. Providing Information
2. Enhancing Skills
3. Providing Support

individual

4. Enhancing Access | Reducing Barriers
5. Changing Consequences
6. Physical Design
7. Modifying Policy

environmental

7 Strategies for Community Change [xviii]

Strategy	Description
Provide Information	Presentations, workshops, brochures, billboards, social norms campaigns, town hall meetings, web-based communication
Build Skills	Refusal skills for youth; parenting skills for caregivers; professional development for teachers, police, youth workers, or other support personnel
Provide Support	Assisting others to conduct training, obtaining funding for equipment, training, reach specific target audiences
Change Access/Barriers	Access: Provide instructions and training in multiple languages; give scholarships for training. Barriers: Enhance law enforcement operations
Change Consequences	Provide incentives; public positive recognition and/or increase citations/fines; change discipline
Physical Design	Permanent infrastructure to discourage violence (lighting/signage), creation of safe gathering spaces
Modify Policy	Modify large crowd ordinances; enhance health requirements/screenings

■ Individual Strategies

■ Environmental Strategies

Bringing It Into Perspective

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Let's take driving in excess of the speed limit as an example. Have you ever driven over the speed limit? If so, did you know the speed limit? And were you also taught at some point in time that you are required to obey the speed limit? Chances are you may have answered yes to these questions, but why did you choose to speed anyway? Most likely, it is because there was another reason you were speeding. In order to effectively change the behavior of everyone in your target population, strategies must be comprehensive and often they complement each other. If your objective is to reduce speeding on Highway 327 in your community, in order to affect change among the largest percentage of people in your target population a comprehensive set of strategies. Consider the following:

Problem: Speeding
Root Cause: Community Norms
Local Condition: Drivers commonly exceed posted speed limits along Highway 327 through town

1. **Provide Information:** signs are posted notifying drivers of the speed limit
2. **Build Skills:** driver education teaches drivers how to drive safely and follow rules of the road
3. **Provide Support:** speedometer on dash tells you what speed your car is traveling
4. **Change Access/Barriers:** utilize a governor or cruise control to limit your speed
5. **Change Consequences:** law enforcement officers patrol high-speed areas on the highway
6. **Physical Design:** speed bumps are installed to limit speed
7. **Modify Policy:** increase fines for speeding violations and institute tiered sanctions

Any one of these strategies may not work in isolation; however, when used together, are effective at reducing speeding among the majority of the population.

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Let's Look At A Substance Use Prevention Example

Problem: Underage drinking among 6th-12th grade students
Root Cause: Retail Availability
Local Condition: Convenience store clerks ask for ID but miscalculate age and sell alcohol to minors

1. **Provide Information:** provide packets to store clerks annually on civil consequences of selling alcohol to minors
2. **Build Skills:** train store clerks on Responsible Alcohol Sales classes
3. **Provide Support:** provide point-of-sale materials to local businesses to assist in verifying age for purchase
4. **Change Access/Barriers:** implement point-of-sale software requiring clerks to enter date of birth
5. **Change Consequences:** increase civil penalty for clerks who sell alcohol to minors
6. **Physical Design:** place ID coders and age-verification calendars at all cash registers
7. **Modify Policy:** institute matrix of fines leading up to revocation of beer sales permit for non-compliant outlets

Any one of these strategies may not work in isolation; however, when used together, are effective at reducing the rate at which store clerks miscalculate age and sell alcohol to minors.

*Use the following worksheet to help create your coalition's strategies tied to your local conditions

COMPREHENSIVE STRATEGIES WORKSHEET

Problem:

Root Cause (Why?):

Local Condition (What does the behavior look like?):

Strategy	Intervention
Provide Information	
Build Skill	
Provide Support	
Access / Barriers	
Incentives / Disincentives	
Physical Design	
Policies or Regulations	

Once the coalition has completed a comprehensive strategies worksheet for each local condition, the strategies can be transferred to the Strategic and Action Plan template to plan who is responsible and when the activity will take place.

When identifying the timeline for when strategies and activities will take place, coalitions should prioritize strategies based on:

1. Community readiness for that type of change
2. Political will
3. Coalition capacity to implement
4. Time sequence

*Use the following template to help create your coalition's strategic and action plan

STRATEGIC AND ACTION PLAN TEMPLATE

Coalition Name:

Vision:
(Your vision should be concise statement that expresses a lofty goal of the best-case scenario of what the community would look like if your coalition achieved everything it ever possibly wanted to achieve.)

Mission:
(Your mission statement should be short enough for volunteers to remember it and should describe what your coalition aims to do.)

Goal #1: Increase Community Collaboration: Establish and strengthen collaboration among communities, public and private non-profit agencies, as well as federal, state, local, and tribal governments to support the efforts of community coalitions working to prevent and reduce substance use and misuse among youth

Directions: The following are categories that your coalition should consider when planning for goal #1. In each year, you may not complete activities for each category, but they should provide a framework for how your coalition can increase and build community collaboration.

When planning, your coalition should consider the following categories:
- Outreach and Networking
- Public Awareness of Substance Use and Misuse Issues
- Coalition Communications and Branding
- Community Education and Training
- General Prevention Activities
- Build Coalition Capacity to Collaborate

Category: *(List one of the categories listed above.)*

Objective: *(Write a SMART objective.)*

Activity	Who is responsible	By When?

Repeat as many times as necessary to cover the categories your coalition deems appropriate.

STRATEGIC AND ACTION PLAN TEMPLATE

Goal #2: Reduce youth substance use and misuse: Reduce substance use and misuse among youth and, over time, reduce substance use and misuse among adults by addressing the factors in a community that increase the risk of substance use and misuse and promoting the factors that minimize the risk of substance use and misuse.

Directions: The following should demonstrate the strategies that your coalition is implementing in the given year (e.g., year 2, 4, 5) and the activities associated with implementing each strategy.

Problem	Root Cause	Local Condition
Problem #1	Root Cause #1	Local Condition #1
Long-Term Objective (3 – 10 Years)	**Intermediate-Term Objective (1-4 years)**	**Short-Term Objective* (6-24 months)**
SMART Objective	SMART Objective	SMART Objective

*Strategies should all tie back to a local condition.

Strategy 1: Provide Information

Activity	Who is responsible	By When?

Strategy 2: Build Skills

Activity	Who is responsible	By When?

Strategy 3: Provide Support

Activity	Who is responsible	By When?

Strategy 4: Enhance Access/Reduce Barriers

Activity	Who is responsible	By When?

Strategy 5: Change Consequences (incentives/disincentives)

Activity	Who is responsible	By When?

Strategy 6: Physical Design

Activity	Who is responsible	By When?

Strategy 7: Modify Policy

Activity	Who is responsible	By When?

*Repeat as necessary for all local conditions OR start a new root cause OR substance.

IMPLEMENTATION

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QUICK TIPS For more info, check out CADCA's Primer on Implementation

In order to delegate the work of the coalition across a broad sector of members, it is critical to include members and volunteers in the planning. If you do, your members will feel ownership of the plans and will be more likely to participate in implementation. When it is time to do the work of the coalition, it is important members prioritize the work of the coalition to determine where to start. Decisions regarding where to start are subjective and can be based on a number of criteria, including:

- Community readiness
- Community or coalition resources and the capacity to address the issue and implement the proposed approaches
- Financial resources
- Human capital
- Political will of the general population and/or elected officials
- Sequential order of proposed strategies

> **TIP:** Give yourself permission to delegate. When coalition members do the job, it is perfect!

However the coalition decides to begin implementing strategies, it is important the coalition be accountable to the work it set out to achieve. Assigning roles and responsibilities to individuals and creating a method of accountability is critical to successful implementation. This method also helps coalitions stay on track of the work they set out to achieve.

Implementing the Strategic Prevention Framework is an evidence-based process that helps coalitions achieve community-level change. By following the Strategic Prevention Framework process outlined in this toolkit and continuously replicating it, coalitions thereby implement the process with fidelity.

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EVALUATION

QUICK TIPS For more info, check out CADCA's
Primer on Evaluation

Evaluation serves critical roles in allowing coalitions to measure their impact, articulate their success, and share their outcomes with their community. Coalition evaluation has a number of benefits, including but not limited to:

- Documenting coalition progress
- Reviewing processes to increase efficiency
- Reviewing outcomes to increase effectiveness
- Recognizing and celebrating member and volunteer contributions
- Celebrating milestones and success
- Modifying intervention mid-course to maximize effectiveness
- Building the capacity of the coalition to do the work
- Showing transparency of coalition operations
- Establishing trust of community stakeholders
- Creating a mechanism for accountability

" *TIP:* Make sure to plan your evaluation at the beginning of your project to track your progress! "

Coalition evaluation can sometimes be an afterthought; however, coalitions move from good to great when they plan for their evaluation in the earliest stages. In order to plan how the coalition will evaluate its work and monitor progress, data mapped to the logic model can be used, along with data from the community assessment to create an evaluation plan.

*Use the following template to help create your coalition's evaluation plan

EVALUATION PLAN TEMPLATE

Transfer information from your logic model onto this worksheet to develop your evaluation plan. Your local conditions, root causes, and problem go under the "logic model" column and the data you mapped to each component follow in the columns to the right.

Logic Model	Measure		Baseline Data / Date	Data Source	Collection Frequency
Local Conditions					
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
Root Causes					
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
		☐ Sensitive ☐ Proximate ☐ Feasible			
Problem Statement					
		☐ Sensitive ☐ Proximate ☐ Feasible			

*Sensitive: reflect community changes; Proximate: at the community level; Feasible: can be collected multiple times

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Not only is coalition evaluation important, but so is how the coalition will communicate that information to both community stakeholders and the general public. It is important for coalitions to recognize that we must meet people where they are at their level of understanding and through the channels by which they are comfortable receiving information.

For this reason, coalitions must consider the target audience for their message in order to determine what data should be shared as well as the best method to share that information. It is also important to consider what the coalition needs from the stakeholder when presenting information and, as always, when considering coalition capacity, it is critical to identify what's in it for the targeted stakeholder. Going into a conversation or presentation with a clear vision of the benefit they will receive goes a long way in coalition capacity building.

*Use the following template to help create your coalition's evaluation communication plan

EVALUATION COMMUNICATION PLAN TEMPLATE

Who Cares About Substance Use and Misuse?	What do we want them to do?	How will they benefit from the coalition's work"?	What data must be shared with the Audience?	How will the data be shared with the audience?
AUDIENCE	ACTION	WHAT'S IN IT FOR THEM?	INFORMATION	REPORT

SUSTAINABILITY

SECTION III

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QUICK TIPS For more info, check out CADCA's Primer on Sustainability

Coalitions range in age and maturity from brand new to decades-old. For those coalitions that have been in existence for decades, the unifying characteristic is their strategic focus on sustainability. Not only do coalitions need to sustain the work they do, they also need to sustain their infrastructure, and the process by which they do their work (the Strategic Prevention Framework). This is why you find sustainability at the center of the Strategic Prevention Framework (because everything we do revolves around sustaining what we start).

> " **TIP:** *Sustainable coalitions plan for their future EARLY in their planning process*! "

In order to sustain their work, coalitions must articulate the unique niche they fill. In addition, they must identify their needs for financial and human capital. Just as individuals are encouraged to diversify their retirement portfolio, it is important for coalitions to diversify their funding portfolio in order to be around long enough to achieve their set objectives. For example, coalitions do not want to rely solely on grant funding because one day, those funds might not be available. Instead, coalitions should position themselves to receive funding from grants, fundraising, line-items, fee-for-service activities, and other in-kind sources.

sustain what you start

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As you begin thinking about sustaining your coalition, it is important to acknowledge that coalitions often get projects and ideas off the ground while, eventually, other community partners carry those efforts into the future. This gives coalitions the opportunity to shift attention to emerging trends and new local conditions or other coalition priorities. Consider who appropriate partners would be to engage in the work of the coalition so the community can begin building prevention into every facet of day-to-day life: at the coffee shop, at the community center, at school, at work, at local businesses, at healthcare facilities, at houses of worship, and any other place someone might venture throughout their day.

Make a list of all the things the coalition must sustain; as you do, assign a dollar amount to give coalition members and stakeholders a target to reach to generate enough revenue to sustain coalition efforts annually. Once you know what you need, you can then develop an action plan on how to work toward securing your goal.

*Use the following template to help create your coalition's sustainability plan

SUSTAINABILITY PLAN TEMPLATE

Case Statement:

Existing Resources/Termination Dates:

What needs to be sustained?

What resources are required?

Key Strategies and Sources to Meet the Areas of Need:

Strategies	Potential Sources - Actions
1.	
2.	
3.	

Action Plan to Implement Strategies:

Task	By Who?	By When?	Resources Required	Who needs to know?
1.				
2.				
3.				

Coalition Contact Information:

CULTURAL COMPETENCE

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QUICK TIPS For more info, check out CADCA's Primer on Cultural Competence

Just as we find sustainability as a central component of the Strategic Prevention Framework, there we also find cultural competence. Culture is an important part of peoples' lives that shapes our values, morals, and ethics, as well as our behaviors and customs. While people may share a community, we see and experience the world differently. Even so, when communities organize and come together, more often than not, we identify more that unites us than divides us.

To create an organization that serves the entire community, offering both equity and justice, we must consider culture, the cultures that exist in our community, and how all cultures are represented in both our planning and our work in the community.

Culture can include a myriad of different groups. Coalitions are encouraged to think outside the box when considering culture. Culture goes far beyond race, ethnicity, and religion, and it is our job as coalition leaders to identify all the cultures that exist in our community AND to include members of each respective culture in our coalition work at every phase.

> **TIP:** Don't let cultural competence be an afterthought. Be inclusive in your planning!

In addition to creating an inclusive atmosphere in your coalition, it is important your coalition board, members, staff, and volunteers are representative of the culture and diversity that exists within your community. A good way to ensure your coalition continues to represent your community, regularly assess diversity and compare it to that of the community at-large. xiii

Social determinants of health are also an important aspect of culture that relate directly to coalition implementation. Identifying social determinants of health in your community might help unveil cultures that exist that you have never noticed before. ***Use the following checklist to help assess your coalition's cultural competence**

CULTURAL COMPETENCE CHECKLIST

Use the following checklist to ensure that important issues are addressed for each culture 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?		

Addressing Stigma and Implicit Bias

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STIGMA: Substance use, misuse, and substance use disorder are attributed to morbidity and mortality on a significant scale in the United States. Not only do they lead to health burdens and death, they also affect public safety, affect families, *xxv* and cost taxpayers a significant amount of money. *xxvi*

Stigma is a "mark of disgrace associated with a particular circumstance, quality, or person." *xxvii* As a result of stigma associated with substance use disorder, an estimated 89% of people in need of treatment do not get the services they need. *xxviii*

Substance use disorder is a brain disease expressed as a compulsive behavior, which is chronic and potentially relapsing, as evidenced by a mountain of research. In addition, research shows people with substance use disorder are viewed more negatively than people with physical or psychiatric disabilities, even by highly skilled healthcare clinicians *xxix, xxx,* driven in large part by shame.

In 2016, the American Medical Association issued a call to action for physicians to reduce stigma and support treatment and recovery for persons with substance use disorder *xxxi* and the American Society for Addiction Medicine recommended, along with a number of other nationally-recognized entities the adoption of clinical, non-stigmatizing language to be used to describe substance misuse. *xxxii*

Language is important and "person-first language," while not new, is a relatively new concept in the field of prevention, encouraging practitioners to adopt language to distinguish between the person and the disease.

While it is important for coalitions to be the leaders in modeling "person-first language," it is also important to recognize that as we continue to learn more about stigma and implicit bias, our accepted terminology evolves; therefore, this list aims to promote non-stigmatizing language, acknowledging that people with substance use disorder or people in recovery may choose to identify with different language. *xx* The complexity of cultural competence becomes quite clear on this topic.

REDUCE STIGMA

By using person-first language

Terms to Avoid *xx*	Why	Preferred Terminology
Addict, abuser, junkie, user	Terms are demeaning; label people by their illness or behavior and imply permanency	Person with a substance use disorder
Clean or dirty	Associate symptoms with judgment	Negative, non-negative/ positive, abstinent, actively using
Habit or drug habit	Deny the medical nature of the condition; imply the problem is a matter of willpower	Substance use disorder, regular substance use
Replacement therapy	Implies medications merely substitute one drug for another without combined psychosocial supports	Medication-Assisted Treatment

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IMPLICIT BIAS: Researchers who study implicit bias have a deep set of data that suggest that people can act based on prejudice and stereotypes even without intending to do so. Implicit measures largely assess people's thoughts, that affect people indirectly without them being aware. People can act on the basis of prejudice through either controlled information processing (voluntary, attention-demanding, of limited capacity) or automatic information processing (unfolds without attention, nearly unlimited capacity, hard to suppress voluntarily). Cognitive and neural research unveils unconscious patterns develop to organize information which affects our attitudes and actions but creates real-world implications where individuals may not even be aware the biases exist within themselves. *xxxiii*

The impact of implicit bias might prompt someone to say something that does not necessarily measure what they feel or think and is part of a system of inequity that serves to justify inequitable policies, practices, and behaviors. *xxxiv*

Since biases affect us all in ways we seldom realize, recognizing our bias is the first step in overcoming it. In order to overcome bias, consider these tips:
- Consider ways to gain insight into your bias
- Explore dynamics of your personal bias
- Recognize that bias exists
- Consider why it is difficult to remove bias
- Ask yourself questions
- Meet bias with an open mind
- Take things one step at a time

Coalition Structure Considerations

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The structure of a coalition is dependent on the needs and resources in the community they serve. Coalitions can make their own determination to identify the pros and cons of being their own stand-alone agency or having a fiscal agent to support their infrastructure.

In order to be a recipient of federal, state, or foundation grant funds, agencies must be an IRS-recognized 501c3 (which is referred to as a nonprofit at the state level). A 501c3 is a recognized tax-exempt organization.

501C3 Stand-Alone Agency

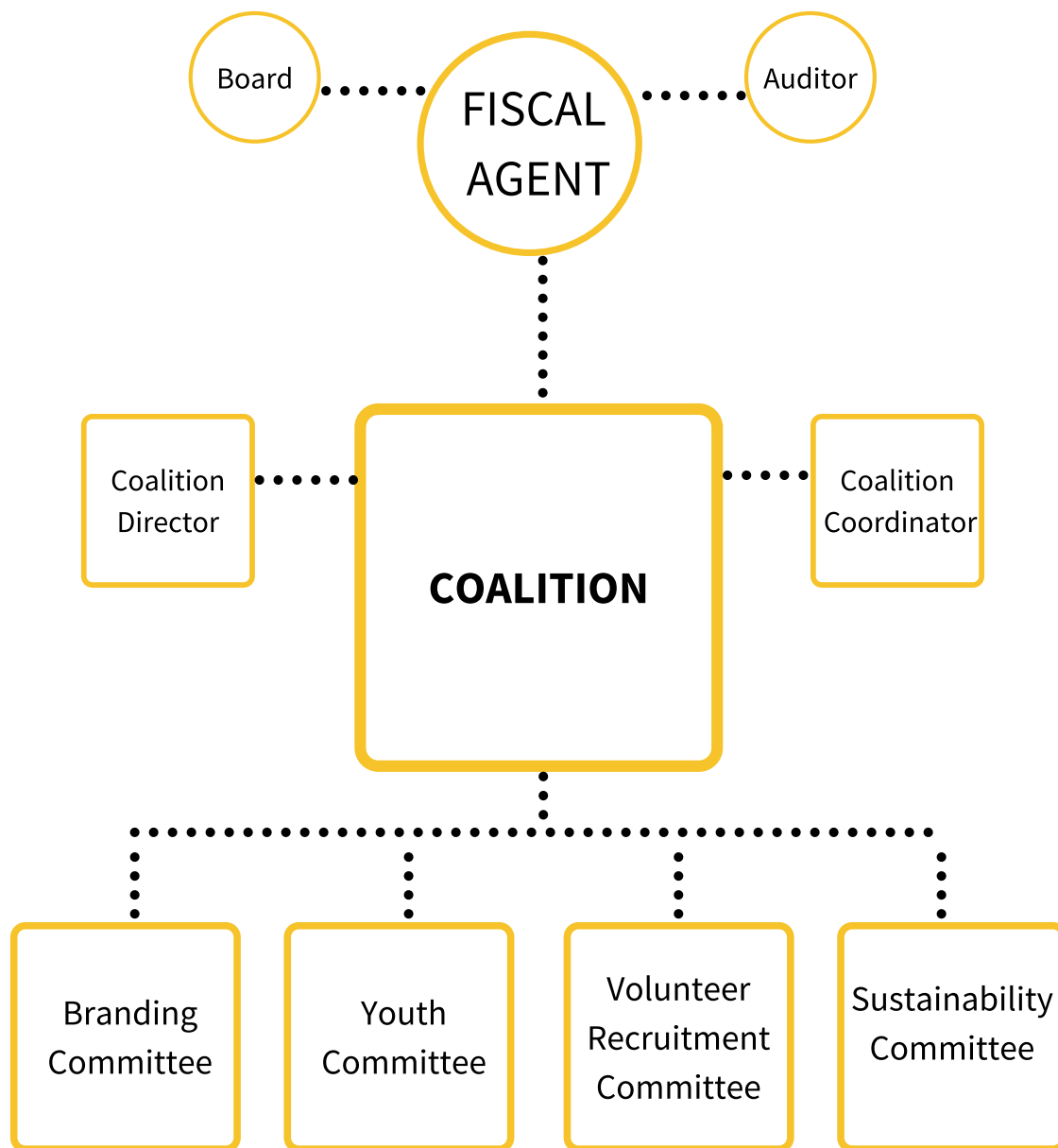| PROS	CONS
More flexibility and independence	More paperwork, financial reports, and filing fees
Can fundraise independently	Fundraising takes time and financial resources
Has independent board solely-focused on mission and strategies	Requires more infrastructure and organizational capacity
Fewer hoops to jump through to make purchases or make big decisions	It takes time to build the financial capacity to facilitate grants and manage payroll and bill payment

Operates with Fiscal Agent

PROS	CONS
Can rely on fiscal agent to complete paperwork and financial reports	Must follow fiscal agent guidelines
May have a lesser need for larger unrestricted funds	Must abide by fiscal agent regulations
Can rely on fiscal agent's board to focus on coalition objectives	Fiscal agent board may take more ownership of coalition than coalition wishes
Fiscal agent may have unrestricted funds to make it easier to cover reimbursed grant-related expenses	May be more hoops to jump through to make purchases or big decisions

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Ultimately, coalitions must make their own decision whether or not to become a 501c3 or utilize a fiscal agent.

Many coalitions opt to start with a fiscal agent and branch out on their own once they build enough capacity to operate independently. To become a 501c3, coalitions must have enough money to cover application costs and must have the infrastructure, including a board and bylaws.

Regardless of financial infrastructure, committees, workgroups, and task forces are integral to the effective operations of a coalition. Committees, workgroups, or task forces afford coalitions the opportunity to delegate work across a number of members instead of relying on the same few people who may eventually experience burnout. Smaller organized groups can also help the coalition be efficient so they can meet in between full coalition meetings.

It is a good idea to sketch out what your organizational structure looks like. Here is an example:

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Board ········· FISCAL AGENT ········· Auditor

Coalition Director ······ COALITION ······ Coalition Coordinator

Branding Committee · Youth Committee · Volunteer Recruitment Committee · Sustainability Committee

SECTION IV

Coalitions continue to evolve throughout their lifetime. You can elevate your coalition to the next level by incorporating these capacity-building tips:

- Attend local government meetings
- Present about the coalition to local civic organizations
- Share mission and vision in the community and constantly recruit new members
- Participate in training opportunities on the Strategic Prevention Framework
- Participate in training opportunities on new and emerging trends and evidence-based practices
- Engage coalition members in statewide and national training opportunities

SECTION V

COALITION DEVELOPMENT TIMELINE

☐ Month 1: Build capacity and recruit members to attend first meeting

☐ Month 2: Host first meeting

　　　　　Establish coalition vision and mission

　　　　　Elect Executive Committee (President, Vice President, Secretary, Treasurer)

☐ Month 3: Create short-term action teams to begin

☐ Community Assessment; continue recruitment

☐ Community Description

☐ Community Demographics

☐ Community History

☐ Month 4: Conduct Needs and Resources Assessment; conduct sector gap analysis; make assignments for recruitment; create short-term action team to assemble final community assessment

☐ Month 5: Map resources and hot spots onto map

☐ Month 6: Conduct problem analysis; prioritize substances

☐ Month 7: Transfer problem analysis to logic model; map data

☐ Month 8: Create coalition call to action and establish evaluation plan

☐ Month 9: Develop evaluation communication plan

☐ Month 10: Establish annual operating budget and create initial sustainability plan

☐ Month 11: Review checklist to ensure proper coalition development milestones

☐ Month 12: Celebrate success and investigate funding opportunities; repeat cycle

COALITION MEETING SAMPLE AGENDA
MONTH 1

I. Welcome

II. Introductions

III. Training topic #1: Purpose of a coalition

IV. Build capacity and recruit members to attend first meeting

　　-Conduct sector gap analysis activity

V. Set next meeting date

VI. Celebrate success

VII. Close

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 member, identify potential organizations or individuals that could represent the sector.

Note: An individual or organization should only be listed one time and it could be important to have multiple members from each sector to represent the different jurisdictions in your community.

Sector	Active Member (Organization/Individual)	Potential Organization/Individuals
Businesses		
Child Care Providers		
Civic / 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		
Other		

COALITION MEETING SAMPLE AGENDA
MONTH 2

II. Welcome
II. Introductions
III. Training topic #2: Vision and mission essentials
IV. Establish coalition vision and mission
V. Elect Executive Committee (President, Vice President, Secretary, Treasurer)
VI. Set next meeting date
VII. Celebrate success
VIII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 3

I. Welcome
II. Introductions
III. Training topic #3: Community Assessment
IV. Create short-term action teams to begin Community Assessment; continue recruitment
    a. Community Description (refer to Strategic and Action Plan Template)
    b. Community Demographics (refer to Strategic and Action Plan Template)
    c. Community History (refer to Strategic and Action Plan Template)
V. Set next meeting date
VI. Celebrate success
VII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 4

I. Welcome

II. Introductions

III. Training topic #4: Needs and Resources Assessment

IV. Conduct Needs and Resources Assessment (refer to Strategic and Action Plan Template)

V. Conduct sector gap analysis

    a. Make assignments for new member (gap) recruitment

VI. Create short-term action team to assemble final Community Assessment

VII. Set next meeting date

VIII. Celebrate success

IX. Close

COALITION MEETING SAMPLE AGENDA
MONTH 5

I. Welcome
II. Introductions
III. Training topic #5: Community Mapping
IV. Map resources and hot spots onto map
V. Set next meeting date
VI. Celebrate success
VII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 6

I. Introductions

II. Training topic #6: Problem Analysis

III. Conduct problem analysis

IV. Prioritize substances

V. Set next meeting date

VI. Celebrate success

VII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 7

I. Welcome

II. Introductions

III. Training topic #7: Logic Models

IV. Transfer problem analysis to logic model

V. Map data

VI. Set next meeting date

VII. Celebrate success

VIII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 8

I. Welcome
II. Introductions
III. Training topic #8: Call to Action
IV. Create coalition call to action
V. Training topic #9: Evaluation Plan
VI. Establish evaluation plan
VII. Set next meeting date
VIII. Celebrate success
IX. Close

COALITION MEETING SAMPLE AGENDA
MONTH 9

I. Welcome

II. Introductions

III. Training topic #10: Evaluation Communication Plan

IV. Develop evaluation communication plan

V. Set next meeting date

VI. Celebrate success

VII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 10

I. Welcome

II. Introductions

III. Training topic #11: Operating Budget and Sustainability Plan

IV. Establish annual operating budget

V. Create initial sustainability plan

VI. Set next meeting date

VII. Celebrate success

VIII. Close

OPERATING BUDGET TEMPLATE

Use the following categories to establish your coalition's operating budget based on the funds available to you. You may also develop this as a wish-list for future funding.

	BUDGET
Salaries	
Benefits and Taxes	
FICA 6.2%	
Workman's Comp 1.72 per $100	
SUTA 0.72%	
Medicare 1.45%	
Federal Unemployment tax	
Medical	
Retirement	
Travel, Conference and Meetings	
Supplies	
Other	
Total Direct Costs	$0.00
Indirect Costs	$0.00
Total Project Costs	$0.00

COALITION MEETING SAMPLE AGENDA
MONTH 11

I. Welcome

II. Introductions

III. Training topic #12: Coalition Development

IV. Review checklist to ensure proper coalition development milestones

V. Celebrate success

VI. Set next meeting date

VII. Celebrate success

VIII. Close

COALITION MEETING SAMPLE AGENDA
MONTH 12

I. Welcome

II. Introductions

III. Training topic #13: Coalition Next Steps

IV. Investigate funding opportunities

V. Celebrate success and repeat cycle

VI. Set next meeting date

VII. Celebrate success

VIII. Close

SECTION VI
FUNDING
OPPORTUNITIES
FOR SUBSTANCE
USE PREVENTION
COALITIONS

SECTION VI

SECTION VI

FUNDING
OPPORTUNITIES
FOR SUBSTANCE
USE PREVENTION
COALITIONS

Coalitions depend on various financial resources for funding primary prevention in their communities.

Here are a few ideas on where to start:
- Federal Substance Abuse Prevention and Treatment Block Grant Funding, managed by Tennessee Department of Mental Health and Substance Abuse Services
- Local Government
- Local Health Department
- Private Foundations
- United Way
- Tennessee Drug Endangered Children
- Tennessee Highway Safety Office
- Fundraisers
- Litigation Tax (enacted locally pursuant to T.C.A. § 67-4-601)
- Drug-Free Communities Support Program

Data Sources:

Data can come from many different sources in your community. Collaborate with as many partners as you can to share data. In addition to local resources, here are some helpful sources:

- Tennessee Department of Health, Drug Overdose Data Dashboard
  https://www.tn.gov/health/health-program-areas/pdo/pdo/data-dashboard.html
- Tennessee Together Student Survey
  https://www.tn.gov/behavioral-health/substance-abuse-services/prevention/tn-together-student-survey.html
- Tennessee Drug Overdose Hospital Discharge Report
  https://www.tn.gov/content/dam/tn/health/documents/pdo/DrugPoisoningReport_2021.pdf
- Sycamore Institute County Health Profiles
  https://www.sycamoreinstitutetn.org/health/county-profiles/
- NORC at the University of Chicago (opioid overdose mapping)
  https://opioidmisusetool.norc.org/
- ONDCP & USDA Rural Opioids Report
  https://www.rd.usda.gov/files/RuralResourceGuide.pdf
- NHTSA Fatality Analysis Reporting System
  https://www.nhtsa.gov/research-data/fatality-analysis-reporting-system-fars
- Tennessee Department of Health, Office of Analytics Reports and Presentations
  https://www.tn.gov/health/health-program-areas/pdo/pdo/facts-figures.html
- Tennessee Department of Health, Overdose Data Request
  https://www.surveygizmo.com/s3/5819792/TDH-Data-Request-Form

Training Sources:

The following organizations often have helpful training sessions relevant to primary substance use prevention. Check them out for upcoming training opportunities:

- Community Anti-Drug Coalitions of America
  - CADCA Forum
  - CADCA Mid-Year Training Institute
  - National Coalition Institute
  - National Coalition Academy
  - National Coalition Academy Bootcamp
  - Graduate Coalition Academy
  - Online Training
- National Prevention Network
- Tennessee Association of Alcohol and Drug Abuse Services
- Local Chambers of Commerce

Certifications:

To be a recipient of some state and federal grants, coalitions may need a Certified Prevention Specialist on staff or as a volunteer.

- IC&RC Certified Prevention Specialist
  https://internationalcredentialing.org/

Other Tips to Enhance Your Coalition's Development:

- Ensure one or more coalition stakeholders are Certified Prevention Specialists
- Engage both staff and volunteers in local, state, and national training opportunities
- Network at local government meetings
- Have a coalition presence at all local public/government meetings
- Subscribe to newsletters that provide relevant content (Coalitions Online, Prevention Alliance of Tennessee, Tennessee Association of Alcohol and Drug Abuse Services, National Families in Action)

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