



Implementing Coalition Action Plans: Tips for Success



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1



Participant Outcomes

1. Participants will understand the role of a coalition
2. Participants will learn skills and tips for engaging coalition / community members
3. Participants will learn how to support coalition leadership in effective and action oriented community coalition meetings.
4. Participants will learn strategies for coalition project implementation.

2



Introductions

- **Name**
- **Coalition name**
- **Community**
- **Current work plan - key tasks to be completed within the next 6 months**

3



Expectations

4



What is the National Coalition Institute?

The branch of CADCA that is responsible for:



5



How Does NCI Operate?

The Institute helps coalitions “get smarter faster”



Training built around the Strategic Prevention Framework

6



Role of the Coalition

7



Community-level Change

Community-level (*population-level*) change initiatives seek to:

- Impact a specific, defined community (*denominator*)
- Engage all sectors and members of the entire community
- Address conditions and settings within the defined community
- Promote comprehensive strategies
- Achieve positive outcomes (*reduce substance abuse*) throughout the community

8

Differences Between Coalitions and Programs

Coalitions	Programs
<p>Scale Coalitions measure success by examining community-level indicators. This applies to all coalition outcomes (short & long- term).</p>	<p>Programs measure change in individuals who have been directly affected by the intervention(s).</p>
<p>Addresses multiple causes Coalitions seek to ensure that all causes of identified problems are addressed</p>	<p>Programs are more focused on single strategies, e.g., parenting classes or peer mentoring.</p>
<p>Actors Coalition activities are diffused and taken by all members with staff playing a coordinating or supporting role.</p>	<p>Program staff lead the process and are responsible for implementing interventions.</p>

9

Differences Between Coalitions and Boards

Coalitions	Non-Profit Agency Boards
<p>Target Audience Multiple and fluid based on ongoing community assessment</p>	<p>Based on the mission and expertise of the agency</p>
<p>Scope Plan for dynamic interaction between organizations to provide multi-tiered strategies to address multiple community conditions</p>	<p>Plan for programs and services provided by single agency to serve clients</p>
<p>Membership Members represent 12 (or more) community sectors committed to acting on behalf of the community</p>	<p>Members represent individuals and organizations committed to acting on behalf of the agency</p>
<p>Fiscal Allocation Assigns costs to strategies based on priority and need identified through the community assessment</p>	<p>Assigns cost to support specific programs and services</p>
<p>Implementation Community driven – programs and strategies implemented by the membership</p>	<p>Board and staff driven – programs and strategies implemented by the staff</p>

10



Coalition Quick Facts

- Most coalitions have 1-3 staff members (59%)
- Most coalitions have 11-25 volunteers (37%)
- Law enforcement is the most commonly represented sector on a coalition (97%)
- 25% of coalitions primarily serve an economically disadvantaged community
- Geographic Target Areas
 - 52% of coalitions are in rural areas
 - 18% of coalitions are in urban areas
- Coalition Budgets
 - Most coalitions have budgets between \$100,000-\$199,999 (33%)
 - 11% of coalitions do not have a budgets
 - 65% of coalitions receive federal funding
- Level of maturity (self-described)
 - 14% novice
 - 61% intermediate
 - 26% advanced

11



Coalitions Build Collective Power



The reason to build a coalition is to amass the power necessary to accomplish something that can only be done by working together.

12



The Strategic Prevention Framework



13



Effective coalitions may encompass 3 roles:

- 1. Service**
- 2. Coordination**
- 3. Community Mobilization**

14



Coalition volunteers ensure that...

- 1. there are enough feet on the ground to make a difference.**
- 2. services are being provided and coordinated.**
- 3. the community has a voice in addressing community issues.**

15



Services aim to provide...

- 1. new information to individuals or groups.**
- 2. skills or tools to individuals or groups.**
- 3. products to individuals or groups that affect the desired behavior.**

16



Coordination is aimed at...

1. ensuring effective use of limited resources.
2. providing a consistent message across multiple organizations and systems.
3. providing complementary services to the broader population.

17



Community Mobilization

also known as coalition development/building is designed to...

1. provide enough feet on the ground to make a difference.
2. ensure community voice and perspective on community issues are included.
3. facilitate community problem analysis and action.

18



Prevention Strategies Attempt To Alter Two Kinds of Environments:

- **Individualized Environments**

The environments in which individual children grow, learn, and mature.

- **Shared Environment**

The environment in which all children encounter threats to their health including illicit drugs, alcohol, and tobacco.



“Form Follows Function”





Building Coalition Membership

Steps to building a winning team:

1. Identify individuals and organizations to engage.
2. Recruit and engage new partners
3. Maintain member involvement.

21



Identify individuals and organizations to engage

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?

22



Identify individuals and organizations to engage

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.

23



Identify individuals and organizations to engage

Revisit your community assessment – review the “community description” to ensure involvement from:

- Geographic areas of the community
- Culturally diverse populations
- Communities within communities

24



Identify individuals and organizations to engage

Create a list of individuals and organizations with whom your coalition will need to make a connection.

25



Recruit and engage new members

- 1. Prioritize individuals and organizations to be recruited. Which individuals and organizations best meet your coalition's needs?**
- 2. For each potential member, identify**
 - How they can contribute?**
 - Identify their WIFM – How they will benefit from joining?**

26



Recruit and engage new members

When preparing to ask an individual to join the coalition:

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

27



Overcome Objections

I don't have the skills you want

I don't have time

My boss won't let me

I'm involved in other causes

I don't think drugs are a problem

I'm already on four community boards

28



Maintain member involvement

To keep people involved in the coalition:

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

29



Building Coalition Membership

Organizing the coalition's effort to recruit and engage:

- Create a "Membership" sub-committee or work group
- Prioritize a manageable number of people to recruit
- Prepare an invitation packet
- Schedule a face to face visit
- Brief the "team" prior to their visit
- Follow up on the visit

30



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

31



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

32



Clear roles and organizational structure:

- Create an organizational chart
- Identify roles and responsibilities
- Create written “job descriptions”
- Establish the objectives and authority of each committee/workgroup
- Create By-laws to formalize the structure



33



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.

34



Running Effective Meetings

Before the Meeting

- Purpose & Goals
- Facilitator, Timekeeper, Recorder
- Agenda
- Supporting Information
- Process for decision-making
- Room arrangements (including refreshments)
- Supplies such as flip chart, markers, etc.
- Other?

35



Running Effective Meetings

During the Meeting

- Start & end on time
- Review agenda
- Keep discussion focused
- Encourage full participation
- Facilitate decision-making
- Summarize decisions
- Action plan
- Schedule next meeting(s)
- Evaluate meeting
- Other?

36



Running Effective Meetings *After the Meeting*

- Distribute minutes
- Archive agenda, minutes and supporting documents
- Check that action is taking place as agreed

36



Running Effective Meetings *Before, During and After- Who Does What?*

ACTIVITY

With a partner, quickly review the information on the previous 3 slides and identify which are tasks of the staff.

37



Guidelines For Keeping Meetings on Track

1. Run your meetings as you would have others run meetings you attend.
2. Be prepared and ensure that all participants are, too.
3. Stick to a schedule.
4. Stay on topic.
5. Don't hold unnecessary meetings.
6. Wrap up meetings with a clear statement of the next steps and who is to take them. ³⁸



Establishing An Effective Agenda

- **HOW LONG**
 - The amount of time allocated on the agenda for that item
- **WHAT**
 - Brief title of the agenda item
- **WHO**
 - The person who will be presenting or presiding over the discussion of the issue
- **ACTION**
 - Clear benchmark of what the meeting plans to accomplish and how members should prepare



Beware Of Meeting Hijackers

- If discussion starts to stray too far from the established agenda, the facilitator is charged with bringing the group back to the item at hand.
- If the digression is due to an important or emerging issue...
 - Schedule time for specific discussion of that item at the next meeting
 - Designate a specific workgroup or committee to discuss the issue separately and bring summary to next meeting
 - Choose to defer another agenda item to the next meeting

40



Delegation And Getting To Action

- Ensure action plan outlines each step needed to implement the strategy
- Work action plans at the coalition meetings
- Delegate the work
- Ensure accountability

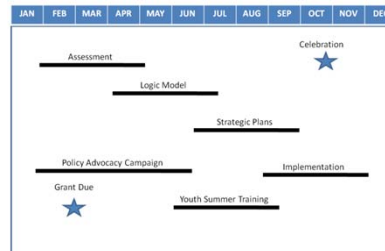
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Project Management

Use a **Timeline (Gantt Chart)** to clarify:

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



Planning Timeline

41



Volunteer Management

Key Principles & Tasks

- Recruitment
- Realistic
- Relationships
- Role
- Responsibility
- Respect
- Review
- Recognize

Volunteer Management Principles/Tasks

42



Next Steps

Identify and Write Down

- Names of 1-2 people you will share this information with as soon as possible.
- 1 adjustment you might make in how you approach your role with the coalition.
- 1-2 immediate next steps you will take when you return to your community.

43



Resources

CADCA – Community Anti-Drug Coalitions of America

www.cadca.org

Help & Technical Assistance – Contact:

800-54CADCA x240

training@cadca.org

44