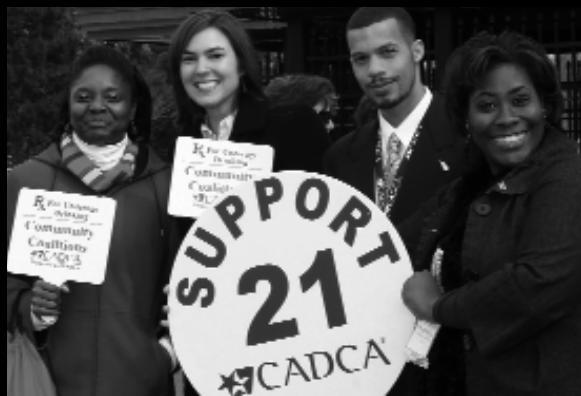


Building Your Coalition Coordinator Toolbox



NATIONAL
COMMUNITY
ANTI-DRUG
COALITION
INSTITUTE





**National Community
Anti-Drug Coalition Institute**

**Building Your Coalition
Coordinator Toolbox**

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Twitter: @CADCA

Blog: www.cadca.org/blog



Brief Coalition Self-Assessment - Purpose, Structure and Operations

Key Element	Yes	Somewhat	No	Not Sure
1. The coalition’s vision, mission, and objectives are clear and focused.				
2. The coalition has identified problems/issues to address based on relevant data from a variety of sources.				
3. The coalition has identified specific community conditions that lead to/cause the identified problems/issues.				
4. Strategies that address specific community conditions have been selected.				
5. Outcomes are defined, specific, and measurable at short, intermediate and long-term timeframes.				
6. A plan has been developed showing how strategies lead to specific outcomes				
7. Roles of coalition members, committees, leaders and staff are defined.				
8. Members understand & agree about expectations for active membership.				
9. Meetings held regularly with agenda & minutes distributed before & after.				
10. Regular communication occurs through e-mail lists, newsletters, or blogs.				
11. Specific work toward coalition goals is shared among the membership.				
12. Responsibility for fiscal accounting & reporting is clear				
13. The coalition has developed and uses these tools as appropriate:				
a. Organizational Chart				
b. Membership Form				
c. Membership Database				
d. Job Descriptions				
e. By-laws / Guiding Principles				
f. Meeting protocols				
g. Memorandum of Understanding (MOU)				
h. Member agreements				
i. Decision making procedures				
j. Conflict resolution processes				

References:

1. Berkowitz, Bill & Wolff, Tom, *The Spirit of the Coalition*, APHA 2000
2. Brown, Michael, *Building Powerful Community Organizations*, Long Haul Press, 2006
3. Butterfoss, Frances Dunn, *Coalitions and Partnerships in Community Health*, Jossey-Bass, 2007
4. CADCA’s National Coalition Institute, www.cadca.org

GROUP ACTIVITY: Organization Structure

GROUP ACTIVITY: Role Delineation

Sample Roles and Responsibilities for Coalitions

Lead Agency / Fiscal Agent

Responsibilities: The fiscal agent is responsible for the financial oversight of the coalition.

Characteristics:

- Strong links to local community
- Respect of community organizations, key leaders and residents
- Deep understanding of community health issues and local politics
- Belief in collaboration, patience and confidence to “trust the process” of community engagement and shared decision-making
- Ability to serve as the private, not for profit legal entity for the coalition
- Sufficient infrastructure and resources to provide basic administrative needs of the coalition
- Ability to hire and supervise staff to support coalition

Duties may include, but are not limited to:

- Monitor grants on behalf of the coalition
- Fulfill financial obligations on behalf of the coalition
- Develop an annual budget in collaboration with the coalition, and with coalition approval
- Manage spending within the approved budget
- Communicate how money is spent to finance committee (if applicable), which reports to the coalition membership
- Participate in the finance committee (if applicable)
- Allocate resources with guidance from the coalition
- Provide legal oversight of coalition funds
- Complete fiscal reports to funders on behalf of the coalition
- Hire staff to support the coalition in achieve its outcomes
- Jointly supervise coalition staff (when appropriate)
- Provide space for coalition and its staff

Coalition Staff/Coordinator:

Responsibilities: Coalition staff/coordinator is responsible for assisting the coalition to oversee and manage its operations, including: coalition meetings and communication; community engagement; strategic plan development, implementation and evaluation. Reports to lead agency and coalition leadership.

Duties may include, but are not limited to:

- Assist the coalition in assessment, planning, implementation and evaluation activities
- Work as a team member with lead agency and coalition to meet project goals and objectives
- Assist coalition leadership in developing coalition meeting schedules and agendas
- Assist coalition leadership in recording minutes of coalition / committee meetings and ensure timely distribution to coalition membership
- Assist in facilitating the organization of committee meetings
- Keep coalition and committees focused on activities that will meet projected outcomes
- Facilitate the organization of coalition events
- Assist with developing relationships with residents, stakeholders and other community members
- Assist coalition leaders in assessing training/technical assistance needs of the coalition, and in organizing training opportunities
- Act as a subject matter expert for the coalition
- Assist in recruiting new coalition members
- Document coalition activities and progress toward outcomes in reports to lead agency, funders, coalition members, and broader community (where appropriate)

Coalition Leader: Chairperson/President

Responsibilities: Coalition chairperson is responsible for assisting in the oversight and management of coalition operations, including: coalition meetings and communication; community engagement; fiscal decision-making; strategic plan development, implementation and evaluation.

Duties may include, but are not limited to:

- Participate in assessment, planning, implementation and evaluation activities
- Work as a team member with lead agency and coalition staff to keep coalition on track to meet project goals and objectives
- Keep coalition and committees focused on activities that will meet projected outcomes
- Consult with staff to develop agendas for coalition meetings
- Facilitate / chair coalition meetings
- Act as liaison between the coalition and its committees/work groups
- Contact members and coordinate committee responsibilities with them
- Assist in supervising and management of coalition staff in collaboration with leadership team/lead agency
- Represent the coalition in the community (with staff assistance)
- Deal with members fairly, sensitively and confidentially
- Promote collaboration, communication, shared decision making and conflict resolution
- Remain open to diverse points of view and differences of opinion
- Consult with coalition staff as needed

Coalition Member

Responsibilities: Coalition members are responsible for the oversight and management of the coalition including but not limited to community engagement, fiscal decision-making, strategy development and implementation.

Duties may include, but are not limited to:

- Participate in planning and setting priorities
- Participate in defining the role of the coalition in the community
- Participate in leadership of the coalition
- Participate in evaluating the contribution the coalition makes to related outcomes
- Connect coalition to the larger community
- Recruit new members
- Participate in coalition events and activities
- Represent the coalition within one's sphere of personal influence
- Participate in setting the budget for the coalition
- Participate in decision about allocation of resources for the work of the coalition
- Give input for supervision and management of staff assigned to the coalition
- Attend coalition meetings and participate in at least one committee / work group (depending on membership level)

Running Effective Meetings: Who Does What?

Are You a Transformational Leader? Self Assessment

This paper-and-pencil exercise will help you decide whether you use a transformational style of leadership. Twelve statements are listed below. Judge how frequently each statement fits you. The word others may refer to your coalition members, other coalition leaders, staff, or those outside the coalition.

0 = Never 1 = Once in a while 2 = Sometimes 3 = Fairly often 4 = Frequently or always

1.	I make others feel good to be around me.	0	1	2	3	4
2.	I express with a few simple words what we could do.	0	1	2	3	4
3.	I help others to think about old problems in new ways.	0	1	2	3	4
4.	I help others develop themselves.	0	1	2	3	4
5.	Others have complete faith in me.	0	1	2	3	4
6.	I provide appealing images of what we can do.	0	1	2	3	4
7.	I provide others with new ways to look at things.	0	1	2	3	4
8.	I let others know how I think they are doing.	0	1	2	3	4
9.	Others are proud to be associated with me.	0	1	2	3	4
10.	I help others to rethink ideas not questioned before.	0	1	2	3	4
11.	I get others to rethink ideas not questioned before.	0	1	2	3	4
12.	I pay personal attention to others who seem dejected.	0	1	2	3	4

Scales:

Total

Idealized influence (Items 1, 5 and 9)

Inspirational Motivation (Items 2, 6 and 10)

Intellectual Stimulation (Items 3, 7 and 11)

Individualized consideration (Items 4, 8 and 12)

Score Interpretation:

Idealized influence indicates whether you hold others' trust, maintain their faith and respect, show dedication to them, appeal to their hopes and dreams, and act as their role model.

Inspirational motivation measures the degree to which you provide a vision, help others focus on their work, and try to make others feel their work is significant.

Intellectual stimulation shows the degree to which you encourage others to be creative in looking at old problems in new ways, create an environment that tolerates opposition, and nurture people to question their own values and beliefs and those of the organization.

Individualized consideration indicates the degree to which you show interest in others' well being, assign projects individually, and pay attention to those who seem less involved in the group.

Source: Coalitions and Partnerships in Community Health

Adopted from the Multifactor Leadership Questionnaire by B. M. Bass and B.J. Avolia.

Traits of Transformational Leaders

1. Let go of things others can do

- Let go of tasks and responsibilities that will help others develop.
- Let go of authority to make decisions about the work.
- Know what others in the group can do and want to do.
- Build people's skills to take over by involving them in the work.

2. Encourage initiative, ideas and risk taking

- Actively seek ideas and suggestions from the work group.
- Allow people to run with an idea, even if it might involve some risk.
- Recognize ideas and initiative through compliments, formal recognition and tangible rewards.
- Are careful not to put down or discount ideas.

3. Ensure people have goals and know how they are doing

- Encourage work group to take lead role in setting goals and assessing the leader's performance.
- Ensure that goals are clear and understandable.
- Let people know how they're doing in meeting goals and provided needed guidance and support.

4. Delegate to challenge, develop and empower

- Delegate to challenge and develop people.
- Delegate authority to make decisions about the work.
- Provide clear understanding of responsibility, authority, expectations and constraints.
- Support delegation within and outside the group.
- Set up controls that keep themselves appraised of progress but aren't seen as restrictive.

5. Coach to ensure success

- Coach before a person begins a task or assumes responsibility and along the way.
- Use coaching to guide and instruct people while maintaining and enhancing their self-esteem.

6. Reinforce good work and good attempts

- Use verbal praise frequently.
- Know kind of reinforcement that works best for each person.
- Provide tangible reinforcement when possible (for example, recognition letters, awards, gifts)
- Remember to reinforce what someone does well even when his or her work has a few flaws.

7. Share information, knowledge and skills

- Meet with groups regularly to share and update information.
- Make sure people have or know how to get information they need to succeed in the task or responsibility.
- Share their insights, knowledge, expertise, and skills.

8. Value, trust and respect each individual

- Show trust and respect by encouraging people to take control of their jobs - give authority to take action.
- Take opportunities to compliment people for good work, creative ideas and contribution to the group.
- Listen to people and emphasize with their problems and concerns.
- Never put people down or minimize their contributions

9. Provide support without taking over.

- Understand that support is essential and know when it is needed.
- Know how to support others by coaching reinforcing, preparing for resistance, gaining others' commitment.
- Resist temptation to take over when things go wrong.

10. Practice what they preach.

- Support people through rough spots of new tasks instead of punishing them for errors or taking over.
- Ask for ideas and empower people to implement them – especially those that involve risk.
- Tell people that they are important and show them through your actions.

Source: Coalitions and Partnerships in Community Health.

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

Coalition Project Timeline

Year - 2013

	Task	Assigned To	Start End		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
			Date	Date												
1																
2																
3																
4																
5																
6																
7																
8																
9																
10																
11																
12																



Notes

Volunteer Management *Key Principles and Tasks*


PRINCIPLE/ TASK	CURRENT EXAMPLE(S)	OTHER IDEAS
Recruitment		
Realistic		
Relationships		
Role		
Responsibility		
Respect		
Review		
Recognize		

PowerPoint Presentation

Coalition Coaching for Success: Building Your Coalition Coordinator Toolbox



 

Coalition Coaching for Success: Building Your Coalition Coordinator Toolbox





Lacey & Tumwater, WA
June 5 - 6, 2013

Sharon O'Hara,
CADCA Trainer


Workshop Objectives

- Articulate role of coalition in community and coordinator's role in coalition
- Clarify specific tasks of staff and members
- Identify differences between types of meetings to get work done
- Gain skills of effective leadership, including
 - Project Management
 - Volunteer Management



 

What is the National Coalition Institute?

The branch of CADCA that is responsible for:




Coalition Coaching for Success: Building Your Coalition Coordinator Toolbox



 

How Does NCI Operate?



The Institute helps coalitions "get smarter faster"



Training built around the Strategic Prevention Framework

Role of the Coalition

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

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

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






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

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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.

The Strategic Prevention Framework





Effective coalitions may encompass 3 roles:



1. Service
2. Coordination
3. Community Mobilization

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Coalition volunteers ensure that...

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

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.

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.



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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.


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.

Principles of Success in Coalition Building


- Mission and Goals
- Inclusive Membership
- Organizational Competence
- Action and Advocacy
- Hope and Celebration
- Time and Persistence
- Monitoring and Assessment



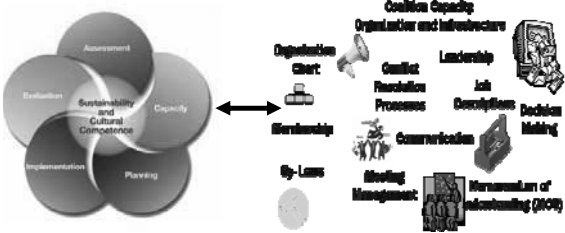
From Coalition Building Tip Sheets by AHEC/Community Partners - http://www.tomwolff.com/resources/cb_principles.pdf

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CADCA *Building drug-free communities.*



"Form Follows Function"




CADCA *Building drug-free communities.*



"Function" means having clear

- Vision / Mission
- Goals & Objectives
- "End in Mind"
- Shared Commitment



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"Form" includes


- Organizational Structure & Governance
- Membership Roles and Responsibilities
- Process for Communication
- Decision-making Process
- Leadership Roles and Responsibilities

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Three Simple Elements of Structure

1. Some kind of governance
2. Rules by which the organization operates
3. A clear distribution of work





Community Tool Box, ctb.ku.edu

Organizational Essentials for Effective Alliances*

- Governance Structure
- Effective Meetings
- Clear Roles and Responsibilities for Leadership, Members, Staff and Volunteers
- Effective Communication
- Clear Process for Making Decisions and Resolving Conflict
- Written Guidelines for all of the Above


* At a minimum



Organizational Structure

Organizational structure helps to define:

- Roles for leaders and members
- Relationships among 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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Community Work is...



- larger than any one person or organization.
- adaptive.
- focused on working together on things that matter.
- about problems that are interrelated.
- changes policies, practice and programs.

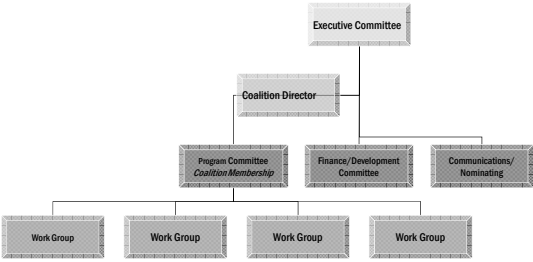
Organizational Structure Activity

- **Make a picture of how the coalition is structured, including**
 - Components
 - Lines of Authority
- **Post on Wall**





 

Organizing For Success



```
graph TD; EC[Executive Committee] --- CD[Coalition Director]; CD --- PC[Program Committee  
Coalition Membership]; CD --- FDC[Finance/Development Committee]; CD --- CN[Communications/  
Nominating]; PC --- WG1[Work Group]; PC --- WG2[Work Group]; PC --- WG3[Work Group]; PC --- WG4[Work Group];
```



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Organizing for Success

Clear roles and organizational structure:



- Create an organizational chart
- Identify roles and responsibilities
- Create written "job descriptions"
- Get members' agreement on the expectations for active membership
- Establish the objectives and authority of each committee/workgroup
- Create By-laws to formalize the structure

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

Executive Committee



- Provides strong, vocal, visionary leadership
- Understands its role as change agents and leaders of the movement
- Must be made up of committed community residents and professionals who are passionate about the issue
- Works closely with members and sectors throughout the community on behalf of the coalition mission

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Sample Executive Committee

- President /Chairperson
- Vice-President/Chair
- Secretary
- Treasurer - Finance
- At large - Development
- At large - Communications
- At large - Membership Recruitment
- Committee / Work Group Chairs


What does the Coalition Coordinator Do?



Coordinate (v)

- to organize or integrate (diverse elements) in a harmonious operation
- To harmonize in a common action or effort

Coordinator (n)



- a person whose occupation involves organizing certain activities of others.





Role Delineation

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Staff...

- seek change within own sphere of influence.
- facilitate the process.
- serve as community organizer.
- remove barriers to action.
- coordinate, delegate follow-up.

Coalition Members...

- seek change within their own sphere of influence.
- manage the business.
- champion the cause publicly.
- lead as visionary
- motivate others to action.



 

Make Room For Multiple Leaders

- Distributing your coalition's core leadership functions fosters the stability of your coalition in the face of change
- Coalitions cannot risk becoming too dependent on a single (or couple) personalities



More about leadership in a few moments

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Workgroup Structure



- Enables members to invest in specific strategies or issues of greatest concern to them. Allows for governance to be handled by the Executive Committee
- Define what workgroups make sense for your coalition to implement the plan based on the logic model
- Establish the authority of each committee/workgroup
 - Issue a charge
 - Define what resources they have at their disposal
 - Define what decision making authority they have

Work Group Members

Focus on recruiting members based on work group goals

- Who are our allies?
- Who else in the community is working on this issue?
- How do we engage the community or target audience?
- What key relationships do we need to facilitate?
- What systems will need to be involved?



Meeting, Meetings, Meetings!

“The purpose of a meeting is to make decisions: all else is secondary.”

*- Organizing for Social Change:
Midwest Academy Manual for Activists*

**What is your reaction to this statement?
Agree? Disagree?**



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Meeting, Meetings, Meetings!

Differences between



- Staff meetings
- Board meetings
- Coalition meetings
- Work group meetings

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?



 

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?

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Running Effective Meetings *After the Meeting*



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

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 coalition coordinator.

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

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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

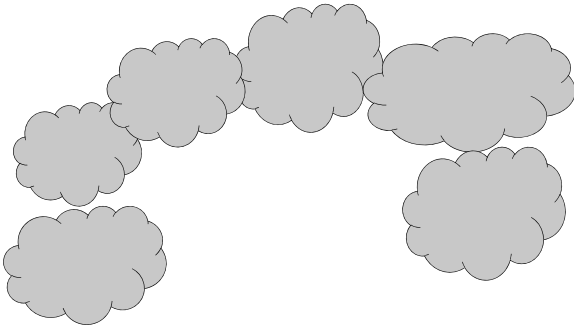
Transformational Leadership

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: *Coalitions and Partnerships in Community Health*.

Strong Leadership Tackling Community Problems!



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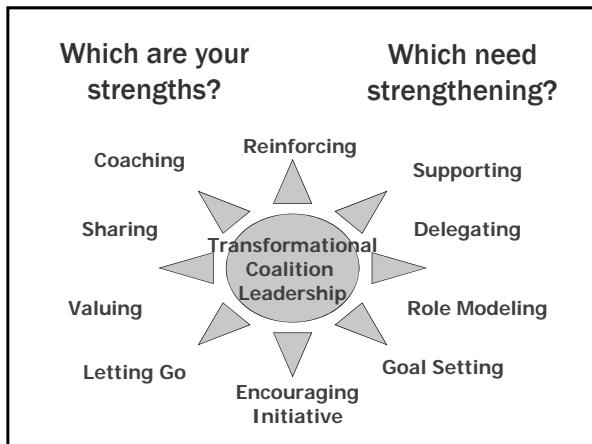


CADCA *Building drug free communities.*



Transformational leadership is defined by:

- Charisma or idealized influence
- Inspirational Motivation
- Intellectual Stimulation
- Individualized Consideration

Use the Transformational Leader Self Assessment



Coalition Coaching for Success: Building Your Coalition Coordinator Toolbox



 

How do these abilities translate to our everyday work as coalition coordinators?

Building Transformational Leadership into the Strategic Prevention Framework




How do these abilities translate to our everyday work as coalition coordinators?

Two examples:



- Project Management – coordinating the work
- Volunteer Management – coordinating the people

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Project Management


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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

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Volunteer Management

Key Principles & Tasks

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

Volunteer Management Principles/Tasks



Coalition Coaching for Success: Building Your Coalition Coordinator Toolbox

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.

A leader is best when people barely know he exists, when his work is done, his aim fulfilled, they will say: we did it ourselves.

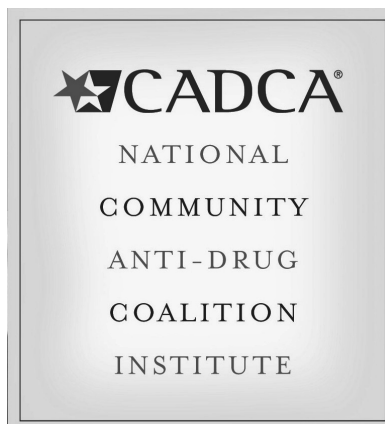
—Lao Tzu

Resources

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

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



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