

# Wisconsin SPF-SIG: Capacity

# Tool Kit



Training Supported by:  
State of Wisconsin  
Department of Health Services  
Division of Mental Health and Substance Abuse Services  
Bureau of Prevention Treatment and Recovery

# WORKSHEET 1- Coalition Roster

Coalition Member Name/Title	Sector*	Is this person a: Key Leader? Key Stakeholder?	What does this person bring to the Coalition? Role/Responsibility? (Coalition Leadership, Committee Leadership, Funding, Resources, Expertise in Assessment, Strategic Planning, Program Implementation or Evaluation, etc.)	Level of Involvement? **(Active, Inactive, Ad Hoc or Resource, Champion?)

\*The 12 identified sectors recommended by SAMHSA are: Youth; Parents; Law Enforcement; Business; Media; Schools; Healthcare; State, local or tribal agencies; Civic and volunteer groups; Youth Serving Organizations; Religious or Fraternal Organizations; Other.

\*\*Active = attends meetings regularly, actively participates in coalition sponsored events, Inactive = rarely attends meetings/events, Ad Hoc or Resource = rarely attends meetings/events but supports efforts and serves as a resource for specific tasks or when particular information or skills are needed, Champion = a person admired and respected in the community or among peers, who adds credibility and viability to the coalition .

# WORKSHEET 2- Community Mapping

The First Step: A Coalition That Reflects the Community

**Directions-** Working as a large group, the coalition brainstorms a listing of people within each of the following sector who are not currently members. Strive to identify community leaders in positions of power plus representatives from each sector that represent different “levels” or segments of that group. (For example, in the “School” group list administrators, teachers and janitors. The “Youth” group could include athletes, 4-H members, college dorm/residence life staff, etc.)

When completed, use *WORKSHEET 5- Recruitment Plat* to move this listing of potential members from paper to reality.

Youth \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Parents \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Law Enforcement \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Business \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Media \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Youth Serving Organizations \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Religious or Fraternal Organizations \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

State, Local or Tribal Agencies \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Civic and Volunteer Groups \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Schools \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Healthcare organizations \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Other \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

# WORKSHEET 3- Community Mapping

**Directions-** This checklist can be used when a coalition is first recruiting members, or anytime that the group needs to increase membership. This checklist can be used individually, in small groups, or as a large group brainstorming session.

When completed, use *WORKSHEET 5- Recruitment Plan* to move this listing of potential members from paper to reality.

Please rate the participation of the following organizations in the areas of their importance to the work of the coalition, the feasibility of getting them involved, and if they already participate, the level of their involvement. A 1 indicates less and a 5 indicates most.

<b>Law Enforcement Community</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
Chief's Office	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local and State Police/Sheriff's Departments	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Alcohol Unit/Traffic Safety Unit			
Community Relations/Affairs			
Alcohol Beverage Control Agency/Dept	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Judicial Community</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
Prosecutors/County/City Attorneys	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judges:			
Juvenile Court Judges	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
District/Adult Court Judges	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Juvenile Justice System	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Family/Parent Education Program			
Probation			
Probation and Parole (18 to 20 year olds)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Government</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
Elected Official (national, state, and local)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Mayor or City/County Council	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention and Treatment	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Department of Public Health	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local Health Departments	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Community Health Clinics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Department of Recreation	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Driver's Licensing Agencies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Public Works Department	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Armed Forces	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
(Army, Navy, Air Force, Marines, Coast Guard, National Guard and Reserve Units)			
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Businesses/Employers</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
Businesses That Employ Underage Youth	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fast Food	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Movie Theaters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Amusement Parks	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Alcohol Industry	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Bars	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Restaurants	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Liquor Stores	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Beer Distributors	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Liquor and Wine Wholesalers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Insurance Companies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Chambers of Commerce	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Labor Unions	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Local Major Employers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Arenas	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Record and video stores	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Media	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Television Stations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Radio Stations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Newspapers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Community</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
Parent Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Faith Community	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Citizen Activist Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
MADD Chapters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
RID Chapters	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Civic Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Kiwanis	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Lions	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Rotary	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Junior League	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Minority/Culturally Specific Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
National Urban League	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
NAACP	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
League of United Latin American Countries (LULAC)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Neighborhood Associations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Citizens	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Education</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
<i>Education (K-12)</i>			
School Superintendent(s)	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Principal	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Drug Free Schools Coordinators	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
High Schools	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Middle & Junior High Schools	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
PTA Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
School Resource Officer	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Education</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
<i>Colleges &amp; Universities (if they are present in the community)</i>			
Administration	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Student Affairs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Resident Managers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Judicial Review	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Campus Police	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Fraternities and Sororities	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Health Care Community</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
Hospitals/Trauma Centers	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Physicians	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Pediatricians	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Medical Associations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Nurses	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Dept. Physicians & Nurses	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Maintenance Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Health Insurance Companies	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Emergency Medical Technicians And Paramedics	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

<b>Youth &amp; Youth Organizations</b>	<b>Importance</b>	<b>Feasibility</b>	<b>Involvement</b>
MADD YIA Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
SADD Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Boys & Girls Clubs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Boy Scouts/Girl Scouts	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
YMCA	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
4-H Clubs	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Substance Abuse Prevention Groups	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Religious Groups & Faith Organizations	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5
Other _____	1 2 3 4 5	1 2 3 4 5	1 2 3 4 5

Source- National Highway Traffic Safety Administration, Community How-To Guide On...COALITION BUILDING - APPENDIX  
[http://www.nhtsa.dot.gov/people/injury/alcohol/Community%20Guides%20HTML/Guides\\_index.html](http://www.nhtsa.dot.gov/people/injury/alcohol/Community%20Guides%20HTML/Guides_index.html)

# WORKSHEET 4- Assessing Community Diversity

Answer the following questions using available demographic resources where possible (e.g., local Chamber of Commerce, U.S. Census data, local health statistics, etc.).

*Source- Courtesy of the Tobacco Technical Assistance Consortium*

<b>Community Area:</b>
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**Geography**-Identify the major population areas of your community in terms of a geographical description, such as rural, urban, suburban, etc. If possible, estimate the percent of your community that resides in these different geographical regions.


**Employers/Work sites**-Identify major employers and/or work sites in your community, listing the organizations/business title and location.


**Language**-List the language groups within your community.


**Social Class**-Identify the known social classes within your community, including distinctions by income, education, occupation, etc.


**Ethnicity and Sexual Orientation**-List ethnic and Lesbian/Gay/Bisexual/Transgendered (LGBT) populations in your community. If possible, expand beyond large categories, such as Asian Pacific Islander, to identify specific subgroups, such as East Indians, Vietnamese, Samoan, etc. If know, identify the percent this population represents in your community.




# WORKSHEET 6- Sample By-Laws

## POSITIVE ALTERNATIVES COALITION BY-LAWS

### Article I: Name

The body shall be known as the Positive Alternatives Coalition, hereinafter referred to as the Local Board.

### Article II: Mission

**Section 2.1:** The mission statement of the Positive Alternatives Coalition is to facilitate and enhance collaboration among all age groups and cultures while encouraging the norm of non-ATOD use and positive risk taking. The vision statement of the Positive Alternatives Coalition is a community of Vilas voices where youth and adults are heard and participate in decision making.

**Section 2.2:** The Local Board will work to develop a strategy which:

1. considers all individual county and tribal resources
2. seeks to engage every section of the participating communities within the county
3. includes an assessment of needs and available services
4. reflects the mission of the Local Board
5. enables the coordination and collaboration of alcohol, tobacco use and drug and alcohol abuse prevention and treatment resources and systems in the Vilas County region.

### Article III: Geographic Area

**Section 3.1:** The area to be served by the Local Board shall include all of Vilas County and parts of Oneida County.

### Article IV: Board Standards

#### Section 4.1: Membership

Board membership shall consist of a broad range of members from time to time and will not be limited by number so as to include as broad a representation as possible.

#### Section 4.2: Composition

The Local Board shall be comprised of a comprehensive representation of Vilas County. The Local Board shall seek minority membership representation reflective of Vilas County's regional demographics. The Local Board shall seek to have representation from the following community sectors:

1. County or Tribal Judge Executive(s) or designee(s)
2. Executive Director of a community mental health center or designee
3. Executive Director of social services or designee
4. Executive Director of a health department or designee
5. Coordinator of a Family Resource or Youth Services Center or designee
6. Administrators or designees from public and private schools within the boundaries of the Lakeland, Phelps and Northland Pines school high school districts
7. Service Region Administrator of the Human Services Center or designee
8. Tribal Council Member or designee
9. Community Non-Profit For Youth Executive Director or designee
10. Student representation from public and private schools within the boundaries of the Lakeland Union, Northland Pines and Phelps high school districts.
11. Business
12. Religious Organizations
13. Judicial system
14. Law Enforcement
15. Media
16. Health Care
17. Groups whose mission is to provide alcohol, tobacco, and other drug prevention
18. Groups whose mission is to provide pro-active prevention programs

19. Local leaders in the area of alcohol, tobacco and other drug prevention
20. Members of existing health or related strategic planning initiatives
21. Local college
22. Youth
23. Parents
24. Teacher or other school personnel
25. Senior Citizen and/or Elders Interest Group
26. UW-Extension

**Section 4.3: Nominations and Appointments**

Board representation as specified in Subsection 4.2 of this section shall not exceed 30% per category of the total board composition.

**Section 4.4: Terms of Appointment**

The term of board members as specified in Section 4.2 shall not expire. Board members are encouraged to attend all meetings but are invited to maintain membership and communicate opinions and wishes via virtual communications through e-mail.

**Section 4.5: Termination**

Consistent unexcused absences on the part of any Board member to regularly scheduled meetings of the Local Board shall serve to prompt the chairperson of the Local Board to inquire as to whether the member intends to remain on the Local Board. If the member indicates he/she is no longer interested or does not reply, the chairperson shall ask the member to suggest a new board member. Voluntary termination in order to pass board member status along to a designee is possible anytime by request of the individual board member.

**Section 4.6: Vacancy**

In the event of a vacancy, the Executive Committee will submit nominees to the full Local Board to fill the existing tenure.

**Section 4.7: Local Board requirements include:**

- A. maintaining a written description on how members and officers are defined and selected
- B. written by-laws
- C. an organizational chart
- D. a written description of the responsibilities of officers
- E. a written description of procedures for decision-making
- F. a written description for member rotation
- G. establishment of meeting times at regular time and date
- H. preparation of a written agenda for each meeting
- I. provision of a standard orientation for all new members
- J. distribution of meeting minutes to members prior to each meeting
- K. a written description of procedures for dispute resolutions
- L. selection of a fiscal agent that receives funding from state or federal government

Any member of the Local Board having direct or indirect interest, beyond being a Local Board member, in any issue before the Local Board or any of its committees shall recuse himself/herself from discussion of or decision on said issue.

**Article V: Organization**

**Section 5.1: Organization**

The officers of the Local Board shall include the Chairperson and Vice Chairperson. They will be aided in their endeavors by a project assistant acting as an administrative assistant and having no vote.

**Section 5.2: Chairperson**

The Chairperson of the Local Board shall preside at all regularly scheduled meetings of the Local Board and shall serve as a representative of the Local Board.

**Section 5.3: Vice-Chairperson**

The Vice Chairperson shall assume all duties of the Chairperson in his/her absence at regularly scheduled meetings.

#### **Section 5.4: Local Board**

The Local Board may employ needed personnel, or contract for any and all administrative and technical assistance necessary to develop and implement programs, plans, or grants; maintain the minutes of the regularly scheduled meetings; send meeting notices; prepare written meeting agendas; distribute minutes before the meeting; provide an orientation to newly elected Local Board Members; and provide other administrative assistance to the Local Board and all committees as needed and assigned by the Local Board. This will be done in accordance with the policies and procedures of the fiscal agent and any contractual requirements imposed by the founding source.

#### **Section 5.5: Terms of Office**

Officers shall be elected or appointed for a term of two years. Officers will be able to serve additional years upon reelection, not to exceed two (2) consecutive terms.

#### **Section 5.6: Election of Officers**

A nominating committee shall be appointed by the chairperson and approved by the Local Board for election of officers. Candidates will be recommended to the Local Board by the nominating committee for election. Recommended candidates must be current Local Board members. Voting shall be by members present. Election of officers shall begin with the chairperson. The next office to be elected shall be the vice chairperson.

### **Article VI: Committees**

#### **Section 6.1: Executive Committee**

The Executive Committee shall be composed of the Chairperson, Vice Chairperson, and three board members elected by the Local Board. The Executive Committee shall:

- A. Guide the activities of the Local Board as required between meetings of the Local Board, following policies established by the Local Board.
- B. Meet upon call of the Chairperson. The minutes of its meetings shall be provided to the full Local Board at the next regular meeting of the Local Board following the Executive Committee meeting. All actions of the Executive Committee are subject to review and ratification by the Local Board.
- C. Fulfill the duties of conflict resolution as stated in the Conflict Resolution Policy Statement.

#### **Section 6.2: Ad Hoc Committees**

The Chairperson of the Local Board may appoint ad hoc committees as necessary.

- a. The chairperson of the committee must be a member of the Local Board and shall be approved by the committee members.
- b. Membership of the committee is not limited to the Local Board members but will have at least two members of the Local board and may include other interested or knowledgeable parties from the advisory network.
- c. The committee shall establish goals toward meeting the specific purpose(s) for which appointed. The committee shall report periodically to the Local Board. When the purpose for which the committee was appointed has been completed. The committee shall disband following its final report to the Local Board.

### **Article VII: Advisory Network**

#### **Section 7.1: Purpose**

The role of the advisory network is to provide information and input to the Local Board, providing communication channels between the Local Board and the Vilas County region.

#### **Section 7.2: Organization**

The advisory network will be organized according to the make-up of the Board at any given time. Each Board member will be asked to serve as a Network Leader in their own agency, organization, school or other sector. Each Board member will be in charge of communicating Coalition strategies, information, organization and other pertinent information to seek consul and input on overall Coalition decisions.

#### **Section 7.3: Membership**

Any citizen who by virtue of interest or expertise is nominated by a Network Leader and accepts the invitation to participate as a member of the advisory network can participate in the Advisory network.

#### **Section 7.4: Composition**

The Advisory Network should strive to have representative members from all communities in the Vilas County region.

### **Section 7.5: Development and Functional Architecture**

The development of the advisory network shall be one of the initial efforts of the Local Board. The purpose of the Advisory Network is to broaden, strengthen, and diversify the information that the Local Board has at its disposal when making decisions. The communication channels organized between the Local Board and the Advisory Network are intended to be two-way, affording communication in both directions.

Communication from the Local Board to the Advisory Network via Network Leaders will, at a minimum, convey a summary of actions taken by the Local Board and a description of issues before the Local Board. Selection of a network domain would be according to a system devised by each individual Board member.

Communication from the Advisory Network through Network Leaders will, at a minimum, summarize information gathered by the network relative to issues before the Local Board and, if needed, introduce issues arising from the Advisory Network's discussions and contacts with the community at large.

The form of communication between Network Leaders and their Advisory Network or among Network Members can take any form (written, electronic, or oral) and shall be decided by each domain network.

Publicity efforts will alert the community at large about the Local Board's mission and membership as well as the Advisory Network's mission and membership. This will identify channels by which the community at large may be afforded input into the work of the Local Board.

### **Article VIII: Local Board Meetings**

**Section 8.1:** Regularly scheduled meetings of the Local Board shall be at least quarterly at a regularly scheduled time and date.

**Section 8.2:** Special meetings shall be set on an as needed basis by the Executive Committee or by one third of the membership at any time or place by giving sufficient notice to the Local Board. The time and place of special meetings shall be announced not less than one week in advance of such meetings.

**Section 8.3:** A quorum for any meeting of the Local Board shall consist of a majority of the members present at a meeting.

**Section 8.4:** At all meetings of the Local Board, the members present shall have one (1) vote and all decisions shall require a majority vote of the members present and voting. If the Board agrees that an item should have a formal vote then the item will be tabled to the next meeting. All Board members will be notified of items that will require a vote ahead of time via email. An opinion on these matters via email will be discussed at the meeting the decision is to be voted on. Any Board member can request Roberts Rule of Order to vote on an issue if consensus is not sufficient.

**Section 8.5:** In order to provide dispute resolution, any Local Board Member may request the use of the Conflict Resolution Policy Statement (see Attachment I) to provide a more systematic and objective means to a board decision.

**Section 8.6:** All meetings shall be conducted by consensus.

**Section 8.7:** All meetings shall be conducted in accordance with the Open Meeting Law.

### **Article IX: Amendments**

**Section 9.1:** These By-laws may be amended at any regular or special meeting of the Local Board provided all members of the Local Board are notified by mail of proposed changes at least fourteen (14) days prior to regular or special meetings. The Local Board shall approve the proposed amendments by a two-thirds (2/3) majority vote of those members present.

*Courtesy of Positive Alternatives Coalition, Lac du Flambeau, WI, Northwoods Coalition member*

# WORKSHEET 7- Sample Guiding Principles

## MARSHFIELD AREA COALITION FOR YOUTH GUIDING PRINCIPLES

Adopted July 16, 2007

### **Definition**

Marshfield Area Coalition for Youth (MACY) is a combination of concerned citizens, business people, health care professionals, schools (public and private), local government, youth-serving organizations, and civic groups who have come together to work collaboratively on the following priorities:

- Alcohol and other substance abuse and addiction
- Tobacco use and exposure
- High risk sexual behavior

### **Purpose**

To promote the health of people living in the Marshfield area, and to enhance community efforts by delivering effective opportunities for healthy living among multiple sectors of the community.

### **Mission and Vision**

Mission - Mobilize diverse community members and identify resources for the prevention of alcohol and other drug abuse and related problems to develop environments which foster resilient, healthy youth and families.

Vision - Marshfield area is the best place to raise children.

### **Evidence-Based Practices/ Strategies**

We recognize that building a healthy community will encourage healthy lifestyles choices. Therefore, the following strategies will be used to reach our goal and create a synergistic affect:

1. Environmental approach or policy change – Establishes or changes community standards, codes and attitudes, thereby influencing the incidence and prevalence of drug abuse in the general population.
2. Information dissemination – Provides information about the nature and extent of drug use, abuse, addiction and the effects on individuals, families and communities. It also provides information of available prevention programs and services. The dissemination of information is characterized by one-way communication from the source to the audience.
3. Educational programs/services – Involves two-way communication and is distinguished from merely disseminating information by the fact that it's based on an interaction between the educator and the participants. Activities under this strategy aim to affect critical life and social skills, including decision making, refusal skills and critical analysis (e.g. of media messages).
4. Community-based processes- Enhances the ability of the community to more effectively provide prevention and treatment services for drug abuse disorders. Activities in this

strategy include organizing, planning, enhancing the efficiency and effectiveness of service implementation, building coalitions and networking to reach similar goals.

5. Alternative Activities – Provides participation of target populations in activities that exclude drug use. The assumption is that because constructive and healthy activities offset the attraction to drugs, or otherwise meet the needs usually filled by drugs, then the population would avoid using drugs.

### **Members**

Members shall be those persons who place their name on the membership roll and who are willing to support the Coalition through committee work and/or being an ambassador.

### **Officers**

1. The Officers of the Coalition shall be a Chair, 1<sup>st</sup> Vice-Chair, and 2<sup>nd</sup> Vice-Chair.
2. Elections shall be conducted annually beginning May 21, 2007 and in following years at the July Coalition meeting for the 2<sup>nd</sup> Vice-Chair.
3. Officers will serve one year terms in their appointed position and then move up in subsequent years. So the 2<sup>nd</sup> Vice-Chair will become the 1<sup>st</sup> Vice-Chair the following year and then the Chair the third year and so on.
4. A past officer may be elected for the 2<sup>nd</sup> Vice-Chair position in subsequent years.
5. Officer vacancies may be filled as needed.
6. All officers shall be a part of the Steering/ Strategic planning committee meetings as they are needed.

### **Duties of the Officers**

1. The Chair shall:
  - a. Preside at meetings.
  - b. Appoint Ad Hoc Committees as needed.
  - c. Head the Steering/ Strategic Planning Committee meetings as they are needed.
  - d. Serve as the Northwoods Coalition Board of Directors
2. The 1<sup>st</sup> Vice-Chair shall:
  - a. Assume the duties of the Chair in his/her absence.
  - b. Serve as the Northwoods Coalition Informed Designee
3. The 2<sup>nd</sup> Vice-Chair shall:
  - a. Assumes the duties of the 1<sup>st</sup> Vice-Chair in his/her absence.
  - b. Serve as the Northwoods Coalition Key Contact

### **Committees**

Committees will form and meet as needed and report their plans to the Coalition for direction and approval. The Committee Chair, or designee, shall report on committee activities at the Coalition meetings. Reaffirm committee chair position annually.

*Sample guiding principles courtesy of Marshfield Area Coalition for Youth, Marshfield, WI, Northwoods Coalition member.*

# WORKSHEET 8- Coalition Membership Agreement

Name \_\_\_\_\_ E-mail \_\_\_\_\_

\_\_\_ I would like to become/continue to be a member of the (*name*) Coalition. In doing so I understand that I will receive meeting reminders and meeting minutes *plus* will receive informational mailings such as notices of upcoming events, meetings, training opportunities and news alerts on drug trends.

Do you give permission to be identified as a member of the Coalition (by name and/or photo) in any print, radio, or television coverage? \_\_\_Yes \_\_\_No

Are you interested in assisting the Coalition in providing educational presentations to interested community groups, businesses, etc.? \_\_\_Yes \_\_\_No

If yes, please check which groups you would be most interested in working with:  
\_\_\_ Parents, \_\_\_ Students/Youth, \_\_\_ Other (Please specify)

\_\_\_ I am not able to be an *active* member at this time, but would be willing to serve as a *supporter*, providing technical assistance and/or materials related to the following topics:

\_\_\_ I am not able to be an *active* member at this time, but would like to be added to the *extended* emailing list to receive notice of upcoming events, quarterly meetings, training opportunities, progress reports, news alerts on drug trends, etc.

\_\_\_ I recommend that you provide Coalition information to the person(s) noted on the back of this sheet. (Please provide name, phone number or employer/place to contact.)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

# WORKSHEET 9- Memorandum of Understanding

Between *(Your Organization)* And *(Partnering Organization)*  
For Application To *(specific program, if necessary)*

This Memorandum of Understanding (MOU) establishes *(a type of partnership)* between *(your organization)* and *(partnering organization.)*

## I. MISSION

*Brief description of your organizations mission. (You might want to also include a sentence about the specific program if applicable. Plus a brief description of partnering organizations mission.)*

Together, the Parties enter into this Memorandum of Understanding to mutually promote *(describe efforts that this partnership will promote e.g. health care or workforce development.)* Accordingly, *(your organization)* and *(partnering organization,)* operating under this MOU agree as follows:

## II. PURPOSE AND SCOPE

*(Your organization) and (partnering organization) (describe the intended results/effects that the organizations hope to achieve, and the area(s) that the specific activities will cover.)*

*The following type of information is often included-*

- 1. Why are the organizations forming a collaboration? Benefits for the organization?*
- 2. Who is the target population?*
- 3. How does the target population benefit?*
- 4. Include issues of funding if necessary. Example, "Each organization of this MOU is responsible for its own expenses related to this MOU. There will/will not be an exchange of funds between the parties for tasks associated with this MOU."*

## III. RESPONSIBILITIES

Each party will appoint a person to serve as the official contact and coordinate the activities of each organization in carrying out this MOU. The initial appointees of each organization are:

*(List contact persons with address and telephone information.)*

The organizations agree to the following tasks for this MOU:

*(Your organization) will: (list tasks of your organization as bullet point)*

*(Partnering organization) will: (list tasks of partnering organization as bullet points)*

*(Your organization) and (partnering organization) will: (list shared tasks as bullet points)*

## IV. TERMS OF UNDERSTANDING

The term of this MOU is for a period of *(insert length of MOU, usually 1-3 years)* from the effective date of this agreement and may be extended upon written mutual agreement. It shall be reviewed at least *(insert how often, usually annually)* to ensure that it is fulfilling its purpose and to make any necessary revisions. Either organization may terminate this MOU upon thirty (30) days written notice without penalties or liabilities.

### Authorization

The signing of this MOU is not a formal undertaking. It implies that the signatories will strive to reach, to the best of their ability, the objectives stated in the MOU. On behalf of the organization I represent, I wish to sign this MOU and contribute to its further development.

*(Your organization)* (Name/Title) (Date)

*(Partnering Organization)* (Name/Title) (Date)

This template was adapted from Neighborhood Networks RTAP, Partnership Development provided on the following Web site:  
<http://www.hud.gov/offices/hsg/mfh/nnw/partnerships/partnershipsresources/nnwpartnermou.pdf>

# WORKSHEET 10- Roles & Responsibilities of Coalition Member

(Coalition Name)  
Coalition Member  
Job Description

**Position Title:** Coalition Member

**Purpose:** To be an active participant of the *(coalition name)*. The coalition member shall participate in the strategic planning and ongoing planning and implementation of prevention initiatives designed to reduce underage alcohol and tobacco use in *(community/county)*. The coalition member shall be responsible for the work of the coalition and will be actively engaged in the development and implementation of the coalition's work plan.

**Duties:**

1. Attend full coalition meetings and activities.
2. Attend and be an active participant on subcommittees as assigned by coalition chair.
3. Support the coalition chair with setting meetings, preparing agendas and shaping the specific work of the coalition in relation to the broad mission of the coalition as required.
4. Become knowledgeable about the coalition and the issues surrounding underage alcohol, tobacco and other drug use.
5. Come to full coalition meetings well-prepared and well-informed about issues on the agenda.
6. Contribute to meetings by expressing own point of view.
7. Consider others' point of view, make constructive suggestions and help the full coalition make decisions that benefit those the coalition serves.
8. Represent the coalition to individuals, the public and other organizations.
9. Serve as an ambassador to the community.
10. Assume a leadership role as required.
11. Support the ongoing process of recruiting new coalition members and community partners.

# WORKSHEET 11- Roles & Responsibilities of Coalition Chair

(Coalition Name)  
Coalition Chair  
Job Description

**Purpose:** The designated leader of the (coalition name) shall serve a one year term. The chair shall lead the strategic planning and ongoing planning and implementation of prevention initiatives designed to reduce underage alcohol and tobacco use in (community/county). The chair shall be responsible for the work of the Steering Committee and will oversee all subcommittees and workgroups of the coalition.

**Duties:**

1. Lead all full coalition meetings and activities.
2. Oversee the work of the Steering Committee and all of the subcommittees and work groups formed by the coalition.
3. Responsible for setting meetings, preparing agendas and shaping the specific work of the full coalition in relation to the broad mission of the coalition.
4. Appoint Ad Hoc committees as needed.
5. Act as the spokesperson for the coalition as required.
6. Become knowledgeable about the coalition and the issues surrounding underage alcohol, tobacco and other drug use.
7. Come to full coalition meetings well-prepared and well-informed about issues on the agenda.
8. Consider others' point of view, make constructive suggestions and help the full coalition make decisions that benefit those the coalition serves.
9. Represent the coalition to individuals, the public and other organizations.
10. Serve as an ambassador to the community.
11. Lead the on-going process of recruitment of new coalition members and community partners.

# WORKSHEET 12- Roles & Responsibilities of Coalition Vice-Chair

(Coalition Name)  
**Coalition Vice-Chairs**  
**Job Description**

**Position Title: 1<sup>st</sup> Vice-Chair and 2<sup>nd</sup> Vice-Chair**

**Purpose:** The designated vice-chairs of the (coalition name) shall serve one year terms in their appointed position and then move up in subsequent years. So the 2<sup>nd</sup> vice-chair will become the 1<sup>st</sup> vice-chair the following year and then the chair the third year and so on. The vice-chairs shall assist the chair in leading the strategic planning and ongoing planning and implementation of prevention initiatives designed to reduce underage alcohol and tobacco use in (community/county). The vice-chairs shall also assist the chair with the work of the Steering Committee and will oversee all committees and workgroups of the coalition.

**Duties:**

1. The 1<sup>st</sup> vice chair shall assume the duties of the chair in his/her absence and the 2<sup>nd</sup> vice-chair shall assume the duties of the 1<sup>st</sup> vice-chair in his/her absence to lead the full coalition meetings and activities.
2. Support the coalition chair to oversee the work of the Steering Committee and all of the committees and work groups formed by the coalition.
3. Support the coalition chair with setting meetings, preparing agendas and shaping the specific work of the full coalition in relation to the broad mission of the coalition.
4. Act as the spokesperson for the coalition as required.
5. Become knowledgeable about the coalition and the issues surrounding underage alcohol, tobacco and other drug use.
6. Come to full coalition meetings well-prepared and well-informed about issues on the agenda.
7. Consider others' point of view, make constructive suggestions and help the full coalition make decisions that benefit those the coalition serves.
8. Represent the coalition to individuals, the public and other organizations.
9. Serve as an ambassador to the community.
10. Support the on-going process of recruitment of new coalition members and community partners.

# WORKSHEET 13- Roles & Responsibilities of Committee Chair

(Coalition Name)

**Committee Chair**

**Job Description**

**Purpose:** To be an active participant of the *(coalition name)*. The coalition member shall participate in the strategic planning and ongoing planning and implementation of prevention initiatives designed to reduce underage alcohol and tobacco use in *(community/county)*. The subcommittee chair shall be responsible for the work of the subcommittee as the designated leader of the subcommittee.

**Duties:**

1. Attend full coalition meetings and activities.
2. Attend and be an active participant on subcommittee as assigned by coalition chair.
3. Responsible for setting meetings, preparing agendas and shaping the specific work of the subcommittee in relation to the broad mission of the coalition.
4. Will serve as the subcommittee's reporter of information back to the full coalition.
5. Become knowledgeable about the coalition and the issues surrounding underage alcohol, tobacco and other drug use.
6. Come to full coalition meetings well-prepared and well-informed about issues on the agenda.
7. Consider others' point of view, make constructive suggestions and help the full coalition make decisions that benefit those the coalition serves.
8. Represent the coalition to individuals, the public and other organizations.
9. Serve as an ambassador to the community.
10. Assume a leadership role as required.
11. Support the ongoing process of recruiting new coalition members and community partners.

# WORKSHEET 14- Roles & Responsibilities of Committee Member

(Coalition Name)  
Committee Member  
Job Description

**Purpose:** To be an active participant of the (coalition name). The subcommittee member shall participate in the strategic planning and ongoing planning and implementation of prevention initiatives designed to reduce underage alcohol and tobacco use in (community/county). The subcommittee member shall be actively engaged with the development and implementation of the work of the subcommittee.

**Duties:**

1. Attend full coalition meetings and activities, including special events and board retreats.
2. Attend and be an active participant on subcommittee as assigned by coalition chair.
3. Support the subcommittee chairperson with setting meetings, preparing agendas and shaping the specific work of the committee in relation to the broad mission of the coalition as required.
4. Will serve as the subcommittee's reporter of information back to the full coalition when requested by the subcommittee chair or coalition chair.
5. Become knowledgeable about the coalition and the issues surrounding underage alcohol, tobacco and other drug use.
6. Come to full coalition meetings well-prepared and well-informed about issues on the agenda.
7. Consider others' point of view, make constructive suggestions and help the full coalition make decisions that benefit those the coalition serves.
8. Represent the coalition to individuals, the public and other organizations.
9. Serve as an ambassador to the community.
10. Assume a leadership role as required.
11. Support the ongoing process of recruiting new coalition members and community partners.

# WORKSHEET 15- Steering Committee

*Sample work plan for Steering Committee*

(Coalition name)

**Committee: Steering Committee  
Proposed Work Plan**

## **Steering Committee**

Members of this committee consist of representatives from a range of sectors of the community. Committee is responsible to oversee and guide the work of the coalition. The designated leader shall be the Chair of the Coalition. Committee is responsible for the strategic planning and on-going planning and implementation of evidence-based prevention interventions in an effort to reduce underage alcohol, tobacco, and other drug abuse. The Steering Committee is comprised of leaders in the community who have a genuine interest in the issues surrounding underage drinking and tobacco use, etc. Steering Committee is directly responsible for the creation of plans for funding, sustainability, and organizational and coalition development. The Steering Committee is also responsible for the creation of guiding principles, organizational structure, and other infrastructure elements as required. The Steering Committee will liaise with coalition staff regularly and will advise and oversee the work of the staff in implementing the coalition's work plans. The Steering Committee will also act as ambassadors in the community and will act as spokespersons for the coalition as required.

## **SAMPLE Work Plan Elements**

- Be responsible for the creation of plans for funding, sustainability, and organizational and coalition development.
- Be responsible for the creation and development of the coalition's guiding principles, organizational structure, and other infrastructure elements as required.
- Will be a liaison with coalition staff regularly and will advise and oversee the work of the staff in implementing the coalition's work plans.
- The Steering Committee will also act as ambassadors in the community and will act as spokespersons for the coalition as required.
- Will promote the mission and vision of the coalition to the membership and the community.
- Will insure that all sectors of the community are represented on the coalition and that they integrated into the coalition's work and activities.
- Other tasks as identified by the committee:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

# WORKSHEET 16- Epidemiology Committee

*Sample work plan for Epidemiology Committee*

(Coalition name)

**Committee: Epidemiology (data) Committee  
Proposed Work Plan**

## **Epidemiology (data) Committee**

Members of this committee consist of representatives from a range of sectors of the community. Members help to pave the way to ensure that all other committees as well as the full coalition have the resources needed to realize their vision. Committee will lead the effort in brainstorming all possible sources of data and will lead the collection of the necessary data requested by the coalition. The committee will also be responsible to work with coalition staff to examine process and outcome evaluation of all initiatives implemented by the coalition.

## **SAMPLE Work Plan Elements**

- Guide the overall planning of interventions to ensure that community action plan is driven by data
- Provide progress report to full coalition at each meeting
- Educate committee members about National Outcome Measures (NOMS), State identified priorities (SPF SIG), and other key measures for comprehensive community assessment
- Work with coalition staff to coordinate a Community Readiness Assessment
- Identify key data sources for the coalition
- Identify and work to implement surveys in schools to collect key self reported use data
- Determine logic model to use for data and planning of coalition work
- Work with coalition to ensure that all members are aware and engaged in assessment process
- Determine preferred reporting structure to disseminate key data to coalition and community
- Conduct resource gap analysis
- Collect both qualitative and quantitative data
- Determine how much and what data to collect
- Work with coalition staff to ensure that data collection is on-going and active
- Other tasks as identified by the coalition:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

# WORKSHEET 17- Sustainability Committee

*Sample work plan for Sustainability Committee*

(Coalition name)

**Committee: Sustainability Committee  
Proposed Work Plan**

## **Sustainability Committee**

Members of this committee consist of a broad range of community sectors. The purpose of the committee is to ensure that the community action plans and other work of the coalition can be implemented and sustained long term through the procurement of adequate funding. The committee will work to identify potential funding sources as well as identify and oversee fundraising initiatives on behalf of the coalition. The Sustainability Committee will involve the coalition membership in sustainability efforts and will assist in the identification of resources that can be contributed through coalition member organizations and individuals. The committee will lead grant writing efforts as required, and will work with coalition staff to submit grant proposals.

## **SAMPLE Work Plan Elements**

- Lead the effort to identify coalition resources
- Provide progress report to full coalition at each meeting
- Develop fundraising materials to be distributed to potential funders that represents the scope and breadth of the coalition work in the community
- Identify scope of financial commitment required to implement plans and also identify areas where plans can be institutionalized with existing organizations and programs
- Identify potential funding sources and opportunities
- Lead grant writing efforts as required – work with coalition staff to submit grant proposals
- Develop annual sustainability plan
- Work with coalition staff to ensure sustainability issues are integrated into all coalition work
- Ensure that sustainability plan is diversified and attainable
- Engage coalition members in fundraising opportunities as required
- Other tasks as identified by the committee:
  - \_\_\_\_\_
  - \_\_\_\_\_
  - \_\_\_\_\_

# WORKSHEET 18- Media Advocacy Committee

*Sample work plan for Media Advocacy Committee*

(Coalition name)

**Committee: Media Advocacy Committee  
Proposed Work Plan**

## **Media Advocacy Committee**

Members of this committee consist of representatives from a range of sectors of the community. Members keep the mission and vision of the coalition in the public's minds as much as possible. Members of the committee will utilize media advocacy principles and practices to keep the attention focused on the coalition's mission by submitting editorials, articles and news clips of events, and advertisements and public service announcements. The committee will be directly involved in the development and implementation of annual media advocacy and public awareness plans while also discussing local data and relating it to state and national statistics.

## **SAMPLE Work Plan Elements**

- Convene a committee that fully represents the coalition member skills, expertise and abilities
- Provide progress report to full coalition at each meeting
- Develop a public awareness calendar of events identifying key messages appropriate to time of year (example, graduation, homecoming, holiday season, etc.)
- Work with Data Committee to identify key elements of community assessment that should be disseminated to community
- Integrate editorial board visits, guest newspaper columns, local television and radio media as well as other local media opportunities into annual plan
- Incorporate media and public awareness into each step of the proposed community action plan and strategic plan for the coalition
- Work with coalition staff to implement billboard campaign
- Develop Public Service Announcements
- Identify key community spokespersons for the coalition
- Work with committees to develop press kits and key talking points for committee members and community events
- Other tasks as identified by the committee
- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# WORKSHEET 19- Coalition Sustainability Checklist

Present	Limited	Absent	Not sure	Criteria
<b>Element 1: Leaders take responsibility for their coalition's success</b>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coalition leaders have been identified
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coalition leaders are clear about their roles and responsibilities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Coalition leaders actively fill their roles and responsibilities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Training and recognition are provided to coalition leaders (and others)
Comments:				
<b>Element 2: Involve community leaders, partner organizations, and a variety of community members</b>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	New members are actively recruited
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition reaches out to community organizations on a regular basis
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	New members are oriented and trained
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Champions have been identified and trained
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Champions are used effectively
Comments:				
<b>Element 3: Diversified funding from the start</b>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A long-term budget has been developed.
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A long-term funding plan has been developed
				The funding plan includes:
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Local fund raising
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Grant writing
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Professional fund development activities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Inclusion in organizational budgets
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Fees for Services
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Other
Comments:				
<b>Element 4: Solid Infrastructure</b>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	"Job descriptions" for all coalition roles are in place
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Members agree on the expectations for active membership
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Objectives and authority of each committee/workgroup are established
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting minutes, agendas and other information available
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Agenda is used – distributed before the meeting
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meeting kept on track/minutes recorded
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	E-mail lists, on-line groups, blogs, etc. keep information flowing
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Appropriate MOU's have been signed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Meetings held regularly
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Responsibility for fiscal accounting, 501(c)(3) status, insurance etc. is clear
Comments:				

## Coalition Sustainability Checklist – page 2

Present	Limited	Absent	Not sure	Criteria
<b>Element 5: A clear focus on the coalition's goals</b>				
				The coalition has clear statements of:
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Vision
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Mission
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Specific goals and objectives
				The Vision, Mission, goals and objectives are clearly communicated to:
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- All coalition members
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Community leaders
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Partner organizations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- The community

Comments:

<b>Element 6: Address problems the community cares about and demonstrate results</b>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The community is informed about substance abuse problems and issues
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition has a process in place to monitor community priorities
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The community is aware of what the coalition and its partners are doing
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition shares result / outcomes from the coalition and partners

Comments:

<b>Element 7: Comprehensive Coalition Planning</b>				
				Specific action plans developed for:
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Availability of short-term funding and resources
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Communications/marketing
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Evaluation and data collection
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Training and technical assistance
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Fund raising
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Administration and Operations
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Program/strategy implementation
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	- Strategic planning process

Comments:

<b>Element 8: Ability to adapt to changing community needs</b>				
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition collects information to identify changes in the community
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition modifies strategies and procedures as needed
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition actively seeks new partnerships
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Training/coaching is provided to coalition members
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The coalition seeks and receives technical assistance as needed

*Adapted from: Community Anti-Drug Coalitions of America (CADCA)*

What three items identified on the Sustainability Checklist need to be addressed first?

What steps will be taken to address these issues?

# WORKSHEET 20- Leadership Development

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

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

Source: CADCA National Community Anti-Drug Coalition Institute. Track 1, Year 1 Drug Free Communities Grantees



## **WORKSHEET 22- Developing a Vision Statement Exercise: Dare to Dream**

Imagine that 10 years from now, your coalition appears in the headlines on the front page of the local newspaper. What does the headline say? What great achievement warrants front-page news? What is true about your community that was not true ten years earlier?

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Now, summarize the headline in a word, phrase or short statement.

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Discuss options until everyone agrees with the statement or idea. Write that option here.

---

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---

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Congratulations! You've just developed your vision statement.



# WORKSHEET 24- Developing a Mission Statement Exercise

First - Use the answers to the following questions as a guide for drafting an appropriate mission statement for the coalition. Involve as many members as possible, working in small groups if necessary.

1. What do you hope to accomplish as a result of the coalition's efforts?

---



---



---

Who will benefit from the efforts of the membership?

---



---



---

How will we accomplish/achieve this?

---



---



---

Then - Weave together the responses from these questions into a single statement.

The mission of the coalition is: \_\_\_\_\_

---



---

<b>Evaluate the statement:</b>	Yes	No	Some-what
a. Is the statement realistic?			
b. Is the statement clear and concise?			
c. Does it reflect the coalition's values and beliefs?			
d. Does the statement demonstrate a commitment to the public good?			
e. Is the statement powerful?			

# WORKSHEET 25- Mission Statement Review Exercise

**A Mission Statement should clarify the purpose of your organization and indicate why you are doing the work that you do.**

**Exercise:** Please review your mission and respond to the following questions.

*If you respond "YES" to all of the questions – your mission is still relevant!*

**Does your current mission answer the following questions?**

1. Who are we? \_\_\_\_\_

\_\_\_\_\_

2. What is our purpose? \_\_\_\_\_

\_\_\_\_\_

3. What "business" are we in? \_\_\_\_\_

\_\_\_\_\_

4. What social or political problems do we exist to address? \_\_\_\_\_

\_\_\_\_\_

5. What are our core values? \_\_\_\_\_

\_\_\_\_\_

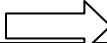
6. What makes us unique? \_\_\_\_\_


\_\_\_\_\_

Is your current mission dated? \_\_\_\_\_


If so, please propose changes: \_\_\_\_\_

# WORKSHEET 26- Tri-Ethnic Center for Prevention Research

Stages of Community Readiness 

Dimensions of Readiness 	1 No Awareness	2 Denial/ Resistance	3 Vague Awareness	4 Preplanning	5 Preparation
<b>A. Community Efforts</b>	Nothing is being done -- no recognition of the problem.	No recognition that efforts addressing this issue are needed in this community or active resistance to efforts.	A few members may be thinking there might need to be efforts-- no immediate motivation to do anything.	Community members have begun talking about the need for efforts.	Efforts are being planned.
<b>B. Community Knowledge About Efforts</b>	No knowledge of need for efforts.	Community has no knowledge about efforts.	A few members may have heard about efforts, but extent of knowledge is limited.	Some members know about local efforts.	Members in community have basic knowledge about efforts.
<b>C. Leadership</b>	Leadership doesn't recognize need for efforts.	Leadership doesn't believe it is an issue that needs addressing locally.	One or more leaders may be beginning to recognize that it might be a problem for the community.	One or more leader(s) is/are trying to get something started.	Leaders are part of a committee or group that addresses the issue.
<b>D. Community Climate</b>	Prevailing attitude is problem isn't recognized.	Prevailing attitude is "Nothing we can do" or "We don't think it should change".	Neutral, disinterested or believes the issue does not affect the community as a whole.	Attitude of community beginning to reflect interest, but generally don't know what should be done.	Attitude of community is "We're concerned about this" and community members are beginning to show modest support.
<b>E. Community Knowledge About the Issue</b>	Issue is not viewed as something people need to know about.	No knowledge about the issue.	A few in the community have some knowledge about the issue.	Some community members may recognize indicators of the problem, but information is lacking.	Community members recognize local problem and general information is available.
<b>F. Resources Related To the Issue</b>	No awareness of need for resources.	No resources available for dealing with this issue.	Community is not sure what it would take or where resources could come from to initiate local efforts.	The community has individuals, organizations, and/or space available that could be used as resources to better address this issue.	Some members of the community are looking for available resources to do something to address the issue.

Stages of Community Readiness 

<b>Dimensions of Readiness</b> 	<b>6</b> <b>Initiation</b>	<b>7</b> <b>Stabilization</b>	<b>8</b> <b>Confirmation/ Expansion</b>	<b>9</b> <b>High Level of Community Ownership</b>
<b>A.</b> <b>Community Efforts</b>	Some effort(s) have been implemented.	Some effort(s) have been running for several years.	Several different programs, activities, policies in place. New efforts being developed based on evaluation data.	Evaluation data routinely used to update and improve efforts to better address the issue as things change.
<b>B.</b> <b>Community Knowledge about Efforts</b>	An increasing number of people know about local efforts and are trying to increase knowledge in the community at large.	Evidence the community has specific knowledge of efforts – contact persons, staff training, clients, etc.	Considerable community knowledge about different community efforts as well as of level of effectiveness.	Community has knowledge of program evaluation and benefits and limitations of the efforts.
<b>C.</b> <b>Leadership</b>	Leaders are active and supportive of the implementation of efforts.	Leaders are supportive of continuing basic efforts and are considering resources available for self sufficiency.	Leaders are supportive of expanding /improving efforts through active participation.	Leaders are continually reviewing evaluation results of the efforts and modifying support accordingly.
<b>D.</b> <b>Community Climate</b>	Attitude of community is “This is our responsibility” and there is modest involvement of community members in efforts.	Majority of the community generally supports programs, activities or policies. “We have taken responsibility”.	Some community members may challenge specific efforts, but general support and participation level is high. “We need to keep up on this and be sure what we’re doing is effective”.	All major segments of the community are highly supportive, community members actively involved in improving efforts and demand accountability.
<b>E.</b> <b>Community Knowledge About the Issue</b>	Majority of community members have knowledge of local incidence and some local data are available	Community members have knowledge of and access to detailed information about local prevalence.	Community members have background knowledge about causes, risk factors and consequences as well as local prevalence.	Community members have detailed information on local problem, its causes, risk factors, consequences, and the effectiveness of local efforts.
<b>F.</b> <b>Resources Related To the Issue</b>	Resources have been obtained and/or allocated for better addressing this issue	Considerable proportion of ongoing support for efforts is from local sources that should continue. Additional resources are being sought.	Diversified resources and funds are secured and efforts should be ongoing. There is additional support for further efforts.	There is continuous and secure support for programs and activities, evaluation is routinely expected and done. There are substantial resources for new efforts.

# Worksheet 27: COALITION SELF-ASSESSMENT TOOL

Completing this checklist will provide a general picture of the coalition's stage of development and may point out areas in which technical assistance, training, or other support is needed. For each characteristic listed, simply put a check mark in the box that most appropriately indicates the presence or absence of the characteristic in the coalition you are assessing: Absent, Present but limited, Present, or NA (not applicable at this stage of development). If you don't know, or are not sure if a characteristic is present, check Don't Know.

This survey is anonymous. Please do not put your name on the document.

<b>Coalition Characteristics</b>	Absent	Present but Limited	Present	NA	Don't Know
<b>Coalition Participants- Lead Agency</b>					
1. Provides management-level commitment and support to the coalition					
2. Commits personnel and financial resources to the coalition					
3. Has knowledge of coalition-building process					
4. Has collaboration experience					
5. Replaces agency representative if vacancy occurs					
6. Trains successive lead agency					
7. Remains involved when no longer the lead agency					
Comments:					
<b>Coalition Participants- Staff</b>					
1. Has knowledge of coalition-building process					
2. Demonstrates skill in writing proposals and obtaining funding/resources					
3. Offers training to members as appropriate					
4. Has training in assessment and research methods					
5. Encourages collaboration and negotiation					
6. Communicates effectively with members					
Comments:					
<b>Coalition Participants- Leaders</b>					
1. Are committed to the coalition's mission					
2. Provide leadership and guidance in the maintenance of the coalition					
3. Have appropriate time					
4. Plan effectively and efficiently					
5. Have knowledge in the content area					
6. Demonstrate flexibility					
7. Demonstrate a sense of humor					
8. Promote equal status and collaboration among member organizations					
9. Are adept in organizational and communication skills					
10. Work within influential political and community networks					
11. Are competent in negotiation, problem solving and conflict resolution					
12. Are attentive to individual member concerns					
13. Are effective in managing meetings					
14. Are adept in garnering resources					
15. Value members' input					
16. Recognize members for their contributions					
Comments:					

<b>Coalition Characteristics</b>	Absent	Present but Limited	Present	NA	Don't Know
<b>Coalition Participants- Members</b>					
1. Share coalition's mission					
2. Have a variety of resources and skills to offer					
3. Clearly understand their roles					
4. Actively plan, implement, and evaluate activities					
5. Assume lead responsibility for tasks					
6. Share the workload					
7. Are regularly involved in meeting and/or activities					
8. Communicate well with each other					
9. Feel a sense of accomplishment					
10. Seek out training opportunities					
Comments:					
<b>COALITION STRUCTURE</b>					
1. Has by-laws/rule of operation					
2. Has Mission statement in writing					
3. Has goals and objectives in writing					
4. Provides for regular, structured meetings					
5. Establishes effective communication mechanisms					
6. Has organization chart					
7. Has written job descriptions					
8. has a core planning group					
9. Has committees					
Comments:					
<b>COALITION PROCESS</b>					
1. Has processes for decision making					
2. Has processes for problem-solving and conflict resolution					
3. Has process for resource allocation					
4. Has mechanisms for evaluation					
5. Has a mechanism for accountability of members completing assignments in a timely manner					
6. Has a mechanism for new member orientation					
7. has a mechanism for training members					
Comments:					

Additional Comments:

# Worksheet 28: Coalitions: Key Feature of Success

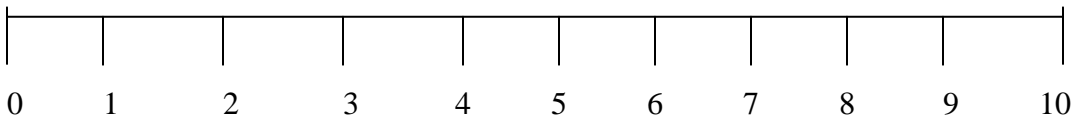
## A Performance Rating Scale of *(name of coalition)*

This survey was developed to help assess the quality of our coalition. Listed below are several features of successful partnerships gleaned from research literature. We invite your impressions of the Coalition at this point in its development to make improvements where necessary.

Please rate the degree to which you agree that the feature is present in our partnership using the following ten-point scale. Space for you to write your rating is provided at the end of each statement. If you have no opinion on the status of the Coalition on a particular statement, please write **NA** in the space.

Strongly  
Disagree

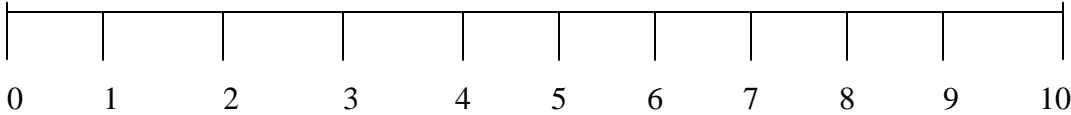
Strongly  
Agree



1. Our coalition is recognized in the community as a known leader in addressing substance abuse problems. \_\_\_\_
2. There is level of trust among members that allows us to comfortably work together. \_\_\_\_
3. I fully understand my role on this coalition. \_\_\_\_
4. I fully understand the role that others play on this coalition. \_\_\_\_
5. The roles and responsibilities of members are clearly delineated in written form. \_\_\_\_
6. Our coalition handles conflict between members appropriately. \_\_\_\_
7. Our coalition includes the key leaders from our community. \_\_\_\_
8. Our coalition regularly assesses diversity within its membership to assure that all cultural groups are adequately represented. \_\_\_\_
9. I regularly attend coalition meetings. \_\_\_\_
10. I participate in several coalition sponsored events a year. \_\_\_\_
11. I am involved in the decision-making process of the coalition. \_\_\_\_
12. The coalition is able to deal with changing conditions. \_\_\_\_
13. The coalition fully considers different approaches to solving our community's substance abuse problems. \_\_\_\_
14. The coalition meets often enough to effectively conduct its business. \_\_\_\_
15. The coalition members discuss issues openly. \_\_\_\_

Strongly  
Disagree

Strongly  
Agree



16. Member of coalition leadership are easily accessible outside of regular meetings. \_\_\_\_
17. Since the inception of the coalition, members have established personal connections with each other outside of the coalition. \_\_\_\_
18. I feel comfortable sharing my ideas with other coalition members. \_\_\_\_
19. After coalition meetings, I regularly share information with people in my agency. \_\_\_\_
20. I feel like there is an equal opportunity for **me** to provide input to the coalition. \_\_\_\_
21. I feel like there is an equal opportunity for **others on the coalition** to provide input to the coalition. \_\_\_\_
22. Coalition members share the same vision for the work of the coalition. \_\_\_\_
23. The mission of the coalition is clear to all members. \_\_\_\_
24. The goals and objectives of the coalition are clear to all members. \_\_\_\_
25. The goals of the coalition are realistic. \_\_\_\_
26. The coalition has a sufficient financial base to support the programming that is necessary to achieve our vision. \_\_\_\_

**We invite your comments on the following questions.**

27. In your opinion, what is working best for the coalition?

28. In your opinion, what needs improvement for the coalition?

29. What value do you bring to the coalition?

30. What value do you take away from the coalition?

31. In the space below, please list the agencies/organizations you now work with to address substance abuse that you did not work with prior to joining the coalition.

32. Additional comments to help us understand your current impressions of the coalition.

Please check **one** of the following:

\_\_\_\_\_ Coalition Member    \_\_\_\_\_ Steering Committee Member    \_\_\_\_\_ Non member

Please check the community sector group you represented at today's meeting (check one):

- |  |   |
|--|---|
| <input type="checkbox"/> Youth                           | <input type="checkbox"/> Healthcare Organizations             |
| <input type="checkbox"/> Law Enforcement                 | <input type="checkbox"/> Civic and Volunteer groups           |
| <input type="checkbox"/> Media                           | <input type="checkbox"/> Religious or Fraternal Organizations |
| <input type="checkbox"/> Parents                         | <input type="checkbox"/> Business                             |
| <input type="checkbox"/> Schools                         | <input type="checkbox"/> Youth serving organizations          |
| <input type="checkbox"/> State, local or tribal agencies | <input type="checkbox"/> Other (Specify)_____                 |

Adapted from [http://www.coalitioninstitute.org/Evaluation-Research/Coalition\\_Assessment\\_Tools.htm](http://www.coalitioninstitute.org/Evaluation-Research/Coalition_Assessment_Tools.htm)