

Table 1: Coalition Functions Matrix: What Coalitions Can Doⁱ

Strategic Prevention Framework Steps	Coalition Functions				Comprehensive Community Interventions integrate program & community level strategies for synergistic impact
	1. Profile population needs, resources & readiness	2. Mobilize &/or build capacity to address needs	3. Develop a comprehensive strategic plan	4. Implement evidence based prevention programs & activities	5. Monitor, evaluate, sustain & improve or replace those that fail
Community Capacity Building	- Identify constituents for community capacity building services (e.g., individuals, organizations, networks)iii - Assess needs for community capacity building	- Identify cadre of personnel with training and technical assistance skills or... - Broker services from consultants or organizations outside the community	- Determine area to serve & scope of services to be offered - Establish an array of joint planning, training & TA offerings - Integrate with other relevant planning functions	- Establish an array of services such as convening, leadership training, organizational development, joint assessment and planning, training and TA - Broker information/resources from larger systems	- Monitor satisfaction / skill gains from services provided - Evaluate impact on outcomes from services provided - Integrate service array into ongoing community systems
Community - Level / Environmental Strategies	- Assess community level influences such as access, media influence, lack of enforcement - Measure compliance with local ordinances, extent of enforcement efforts	- Build knowledge of community level strategies among members - Develop skill sets such as social marketing, policy analysis, advocacy	- Selection of community level strategies & "best fit(s)" - Conduct "political mapping" to determine allies / opponents	- Social marketing / media advocacy for community level strategies - Campaigns (e.g., for particular ordinances, policies, increased enforcement) - Monitor enforcement of adopted policies - Track impacts with social indicators	Evaluate process of campaigns, revise strategies as needed
Program & Service Development & Integration	- Compile consequence & consumption data - Prioritize needs by magnitude of health burden - Identify program redundancies /gaps	- Build knowledge of evidence-based programs among members - Develop skills in program design & training	- Selection of evidence-based programs / best "fit(s)" - Strategic plan for programs /to produce combined or cumulative effects	- Implement program(s) with fidelity - Make necessary adaptations & refinements	- Conduct process / outcome evaluations - Identify programs / services for elimination/ retention - Secure sustained funding or promote institutionalization

Coalition Development & Maintenance

- Assessing which members / organizations need to be at the table (which skills & resources will be required)
- Provide training & TA around leadership, cultural competence & data / evaluation capacity.
- Assessing what has worked (in the past) & what will work in terms of coalition structure & operating procedures in your community
- Provide training & TA to build participation/ process skills (for interactions among members at coalition meetings)
- Assessing the types of data (internal to the coalition) needed for coalition development & management
- Provide training & TA to build collaboration skills (for interactions of member organizations outside of coalition meetings)
- Assessing desired training & TA skills relevant to building coalition structure & operations (e.g., meeting management)
- Mobilize regular contacts between coalition & community sectors (relationships)
- “Nuts & bolts” issues such as hiring new employees or vendors, contract writing, etc.
- Build consensus around the nature & purpose of the coalition
- Develop mission statement & general goals for coalition
- Plan for communication among members
- Plan for member & leader succession
- Draft evaluation plan for monitoring coalition internal operations
- “Nuts & bolts” issues such as securing office space, establishing phone & internet systems, etc.
- Establish structure & operating procedures (e.g., committees, decision-making)
- Establish meeting schedule / develop agendas
- Facilitate discussions/ decision-making
- Surface & address conflicts that may emerge
- “Nuts & bolts” issues such as hiring & supervising employees, troubleshooting office issues, etc.
- Periodically assess member satisfaction (internal evaluation of coalition operations)
- Periodically assess skill development among members (internal evaluation of capacity building)
- Periodically assess collaborative relationship among member organizations & between coalition & wider community
- Develop recommendations for quality improvement
- Establish stable leadership (leadership succession) & standardize operating procedures & funding
- “Nuts & bolts” such as conducting annual reviews of employees, preparing reports for board, etc.



- ⁱ. Adapted with permission from the national evaluation of the Drug Free Communities Program of the Office of National Drug Control Policy (ONDCP)
- ⁱⁱ. The Strategic Prevention Framework steps were created by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP) for the State Prevention Framework-State Incentive Grant (SPF-SIG) Project. The steps are, however, generic and applicable to a wider variety of program contexts.
- ⁱⁱⁱ. Bullets within each cell of the Coalition Functions Matrix represent coalition capacities, defined as “the actual knowledge, skill sets, participation, leadership and resources required by community groups to effectively address local issues and concerns.” The definition is from the Ontario Prevention Clearinghouse (Spring 2002). Capacity Building for Health Promotion: More Than Bricks and Mortar.