

Attachment 3b.
Coalition Classification Tool (CCT) (*screen shots*)

OMB NO.: 3201-0012

You have successfully entered the DFC Coalition Classification Tool!

The following information will be useful to you before you get started:

What is the Coalition Classification Tool?

The Drug Free Communities Program has selected an evaluation contractor that has developed a theory-based typology to define and delineate the pattern of coalition development. The typology describes the characteristics and activities associated with each stage of coalition development and the accomplishments that can be expected at each stage. The classification tool is a survey that will be used to classify DFC coalitions into the defined stages of development.

Coalitions reflect a range of developmental stages - as coalitions evolve, they focus on different issues to meet various challenges. Coalitions in the early stages of development may focus on member recruitment, coalition formation, and needs assessment. More developed coalitions with formal structures, expanded membership, and needs assessment data may be ready for strategy selection, implementation and evaluation. In some cases advanced coalitions, which have been able to implement effective strategies and have produced desired outcomes, are able to focus on institutionalizing and maintaining such strategies and expanding programs throughout the community.

Why am I required to take this survey?

You are required to complete this survey, as it is essential to the national evaluation of the Drug Free Communities (DFC) program. This yearly survey will assist in determining the effectiveness of the DFC grant program, overall, in assisting grantees in moving through the stages of development.

What will I be required to do?

You will be asked a series of questions and your responses to these questions will determine into which stage of development your coalition will be classified. **This information is used on the aggregate level only and will not be used in any government oversight capacity for your grant.** The results will be shared with you in the near future.

Instructions:

When you are finished answering a question, click on the arrow button (< or >) at the bottom of the page in order to get to the next question or to navigate back to the previous question. Please keep in mind, you may have to scroll down to view the arrow button. Once you have completed the survey, you will receive a notice alerting you that it is complete. Once you hit the "Done" button, you will no longer have access to the survey questions. We anticipate that it will take approximately 45 minutes to one hour to complete the survey.

Thank you for your participation!

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1a. Please rate your Coalition's overall capacity to perform **Assessment** activities for **Coalition development and management**.

Assessment. Deciding which skills and resources will be needed, assessing which organizations and/or individuals to recruit, assessing the best kind of organizational structure for your community, assessing internal monitoring and management information needs, and developing a framework or model of change.

Novice

Proficient

Mastery



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1b. Please rate your Coalition's overall ability to perform **Capacity** activities for **Coalition development and management**.

Capacity. Building member participation skills, providing desired training and technical assistance to develop coalition structure, instituting regular contacts between the coalition and community sectors, and enhancing cultural competence of coalition and community members.

Novice

Proficient

Mastery



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1c. Please rate your Coalition's overall capacity to perform **Planning** activities for **Coalition development and management**.

Planning. Building a consensus around coalition mission, developing a mission statement and general goals.

Novice

Proficient

Mastery



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1d. Please rate your Coalition's overall capacity to perform **Implementation** activities for **Coalition development and management**.

Implementation. Establishing the coalition structure and operating procedures (e.g. committees, decision-making), establishing meeting schedules and agendas, facilitating discussions and decision making, and identifying and addressing conflicts.

Novice

Proficient

Mastery

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1e. Please rate your Coalition's overall capacity to perform **Evaluation** activities for **Coalition development and management**.

Evaluation. Assessing member satisfaction, skill development, and perceptions of coalition functioning, and developing recommendations for quality improvement

Novice

Proficient

Mastery



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1f. Please rate your Coalition's overall capacity to perform **Planning for sustainability** activities for **Coalition development and management**.

Planning for sustainability. Planning for changes in leadership, standardizing operating procedures, and securing stable/reliable funding.

Novice

Proficient

Mastery

<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
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2. Which of the following statements best describes your Coalition?

- A loosely organized group whose main goal is information sharing.
- A semi-formal group of organizations who have begun to work together on prevention programs and strategies.
- A formal group of organizations who plan and act together to implement prevention programs and strategies.
- A highly formal arrangement with most organizations having a clear role in the planning and implementation of community wide prevention strategies.

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3. How would you describe your Coalition's organizational status?

- Our Coalition reports to a larger organization on programmatic and fiscal matters.
- Our Coalition reports to another organization on fiscal matters only, but we are able to operate otherwise independently, including choosing our own staff.
- Our Coalition is a totally independent organization. We make decisions regarding finances, personnel, and programming.



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4. Please indicate how confident you are that your coalition can conduct the following tasks. If you have trouble deciding, choose the answer that describes your feelings **most** of the time. **How confident are you that your coalition can...?**

	Not Confident	Slightly Confident	Somewhat Confident	Confident	Very Confident
a. Develop agendas and stick to them in meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Recruit new members who have the ability to take action in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Recruit members who are accountable for reporting to their organization or constituency	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Follow up on decisions made at meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Recruit members from the different sectors needed to address your Coalition's goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Provide direction and vision for the Coalition through its leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Maintain support of Coalition members through its leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Share leadership among Coalition members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Maintain stable leadership	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Develop new leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Delegate responsibilities to committees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Engage members of target populations (e.g. youth) and diverse cultural groups as active members and leaders	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Set and achieve annual goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Recruit "champions" to act on Coalition's behalf	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Hold each other accountable	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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5a. Please indicate your agreement with the statement, "We have a board or governing body that sets the direction of the Coalition." Select "yes" if you agree and "no" if you disagree with the statement as it applies to your Coalition.

- Yes
- No

5b. Please indicate your agreement by selecting "Yes" or disagreement by selecting "No" with each of the following statements as they apply to your Coalition's written bylaws/rules of operation.

- | | Yes | No |
|--|----------------------------------|-----------------------|
| 1. We have a written policy for leadership rotation | <input checked="" type="radio"/> | <input type="radio"/> |
| 2. We have written expectations for member participation (e.g., policy on missed meetings) | <input checked="" type="radio"/> | <input type="radio"/> |
| 3. We have a written description of procedures for leader selection | <input checked="" type="radio"/> | <input type="radio"/> |
| 4. We have a written description of the procedures for decision making (e.g., majority rule, etc.) | <input checked="" type="radio"/> | <input type="radio"/> |

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6. Please indicate whether your Coalition Never, Sometimes or Always does each of the following:

	Never	Sometimes	Always
a. We hold regularly scheduled meetings (i.e., on a specific date/time)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. We prepare and distribute written minutes of Coalition meetings	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. We have paid staff members or in-kind staff (In-kind staff are staff who are paid by someone else to work at your Coalition)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. We have a current organizational chart showing Coalition structure and relationships	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. We have established subcommittees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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7. Please indicate how much you agree or disagree with each of the following statements.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Our Coalition has identified all of the community leaders that can help in the Coalition's activities	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Our Coalition regularly works with the necessary community leaders and they work on Coalition activities or actively support strategies	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The most important community leaders are members of the Coalition and work on Coalition committees and activities	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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8. Please indicate the degree to which each statement below describes the role of the community leadership (*not* Coalition staff) in the Coalition. ***The Community Leader Members of the Coalition...***

	Not at All True	Somewhat True	Always True
a. Take responsibility for coordinating the Coalition	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Sets the agenda for Coalition meetings	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Keeps Coalition members accountable to tasks	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Promotes cohesiveness and team spirit	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Creates an environment where opinions can be voiced	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Are recognized leaders in the larger community on issues related to substance abuse prevention and related issues	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Are very involved in regional, state or national prevention organizations or Coalitions	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

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9. We would like to understand the effectiveness of your Coalition in making decisions. Please indicate the degree to which you either agree or disagree with each of the following statements describing how your Coalition makes decisions. If you have trouble deciding, please select the answer that describes your opinion **most** of the time.

	Never	Sometimes	Always
a. The Coalition makes decisions when they are needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. The general membership has real decision-making control over the policies and actions of the Coalition	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Decisions are made by a small group	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. There is a formal process for making decisions (e.g., a voting system)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Decisions on the allocation of Coalition resources are made in an open and participatory manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. We effectively use the coalition process to plan and make decisions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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10. How frequently do conflicts such as major disagreements and tensions among individuals and groups occur in your Coalition?

- Frequently (almost every meeting)
- Occasionally (once every three or four meetings)
- Seldom (only once or twice a year)
- Never

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11. What are the causes of these conflicts?

Please select all that apply

- Different perspectives or philosophies
- Personality differences
- Turf (territorial) battles
- Issues in the larger community
- Arguments over allocation of Coalition resources
- Arguments over amount or burden of work
- Other (Specify)

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12. Overall, what has been the impact of these conflicts on the Coalition?

- The Coalition is a lot worse off/Conflicts have hurt the Coalition's progress.
- The Coalition is somewhat worse off.
- These conflicts have not made a difference.
- The Coalition is somewhat better off because of the conflict.
- The Coalition is a lot better off/very positive results.

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13. The following statements cover issues regarding how your Coalition addresses cultural diversity and cultural competence. Please read each statement carefully and select the one response that comes closest to your belief. **With regard to cultural diversity, your Coalition has...**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Coalition Staff that are representative of the demographic and cultural diversity in your community	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Culturally and language appropriate materials relevant to the target population	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Materials examined by diversity experts or target population members	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Developed a culturally appropriate outreach action plan	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Activities and decision-making processes that are designed to be inclusive	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Meetings and activities scheduled at times that are convenient and at locations that are accessible to the target population	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Coalition members that are representative of the demographic and cultural diversity in your community	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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14. Please indicate "Yes" or "No" for the following statements. **Does your Coalition...?**

- | | Yes | No |
|---|----------------------------------|-----------------------|
| a. Have your own formal process for monitoring and tracking Coalition activities and other efforts | <input checked="" type="radio"/> | <input type="radio"/> |
| b. Have someone on staff at the Coalition or a member organization that assists the Coalition with collecting and analyzing data on Coalition activities and community indicators | <input checked="" type="radio"/> | <input type="radio"/> |
| c. Use relations with local universities or others to get assistance on evaluating coalition efforts | <input checked="" type="radio"/> | <input type="radio"/> |
| d. Hold meetings to reflect on the result of monitoring or evaluation activities in order to make adjustments in implementation | <input checked="" type="radio"/> | <input type="radio"/> |

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15. We would like your assessment of the extent to which your Coalition has accomplished each of the following. **Your Coalition has...**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Established a reputation for 'being able to get things done' related to the area of substance abuse prevention	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
b. Adopted an entrepreneurial spirit in seeking additional support	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
c. Established permanent staff positions in your organization	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. A mature and stable lead organization for example, or has all functions, (e.g. 501(c)3 non-profit status) to operate independently non profit	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. The coalitions aligned the DFC goals and priorities well with past work done by the Coalition	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. A developmental plan for continued leadership	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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16. Do you think your Coalition will be able to sustain itself in your community for the next ten years?

- Yes
- No
- Maybe or Do Not Know

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17. Why don't you think your Coalition will be able to sustain itself in your community for the next ten years?

Please select all that apply.

- Changes in circumstances, staff, and resources
- DFC is no longer a good "fit" for our community
- Desired outcomes were not achieved
- Changes in population, place, or policy of interest reduced the need for DFC
- Funding and resources are not available to continue
- Other


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18. Some coalitions focus on coordinating programs or services delivered by their partners (e.g., curriculum for youth or parents, provision of after school programs), others focus on changing aspects of their community environment (e.g., availability, policy, enforcement). Select the answer that most closely corresponds to the focus of your coalition.

Coordinating	More Coordinating Than Environmental	50/50 Coordinating & Environmental	More Environmental Than Coordinating	Environmental Change
<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>



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SECTION II: COORDINATION OF PREVENTION PROGRAMS/SERVICES

In the following series of questions, we would like your global rating of the overall capacity of your Coalition to perform various activities related to the **identification and coordination of prevention programs/services**. A coalition uses community data and lists of evidence-based programs and services to identify and coordinate an array of "best fit" prevention programs and services to be delivered by its partners. A coalition then aligns and coordinates the integration of these programs and services across the community and evaluates their impact.

Response categories will be:

Novice

Proficient

Mastery



Novice indicates that your Coalition is still learning how to perform its coordinating functions and could therefore benefit from assistance from others.

Proficient indicates that your Coalition is competent in performing its coordinating functions.

Mastery indicates that your Coalition is at such an expert level of performance that you could train or be of assistance to others in performing their coordinating functions.

If you have trouble deciding, choose the answer that most closely reflects your assessment of your Coalition.

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19a. Please rate your Coalition's overall capacity to perform **Assessment** activities for the **identification and coordination of prevention programs/services**.

Assessment. Compiling prevalence and risk and protective factor data, prioritizing needs by magnitude or health burden, judging gaps in or overlaps across programs, and developing a framework or model of change.

Novice

Proficient

Mastery

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19b. Please rate your Coalition's overall ability to perform **Capacity** activities for the **identification and coordination of prevention programs/services**.

Capacity. Building a solid knowledge base (e.g. familiarity with evidence-based programs and services) and required skills in program design, activity planning, training in particular curricula and collaboration, and enhancing cultural competence of program/service staff and community members.

Novice

Proficient

Mastery



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19c. Please rate your Coalition's overall capacity to perform **Planning** activities for the **identification and coordination of prevention programs/services**.

Planning. Analyzing and selecting of programs, services, and activities that provide a best "fit" with community conditions, collaboratively planning sequenced steps to produce combined or cumulative positive effects in the community, and selecting appropriate partner(s) to implement the programs, services, and activities.

Novice

Proficient

Mastery

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19d. Please rate your Coalition's overall capacity to perform **Implementation** activities for the **identification and coordination of prevention programs/services**.

Implementation. Arranging settings for program delivery (e.g., school, CBO), creating public awareness, recruiting participants, implementing prevention strategies with reliability, and coordinating prevention strategies for necessary modifications or enhancements.

Novice

Proficient

Mastery



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19e. Please rate your Coalition's overall capacity to perform **Evaluation** activities for the **identification and coordination of prevention programs/services**.

Evaluation. Conducting process and outcome evaluations to refine or eliminate programs.

Novice

Proficient

Mastery



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19f. Please rate your Coalition's overall capacity to perform **Planning for sustainability** activities for the **identification and coordination of prevention programs/services**.

Planning for sustainability. "Institutionalization" or incorporation of an evidence-based program as part of ongoing organizational operations in your community.

Novice

Proficient

Mastery



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20. Please choose one response for each of the following statements to characterize your Coalition. **Your Coalition has...**

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Identified specific strategies and activities to reach its goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Created a realistic timeline for completing activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Identified responsible person(s)/ agencies for each activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Developed a strategy to recruit participants for activities or events	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Developed a budget that outlines the funding required for each coalition related activity, training, or event	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Identified other resources needed for each activity	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Planned to use primarily evidence-based strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Plans to evaluate strategies and activities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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SECTION III. ENVIRONMENTAL STRATEGIES

In the following series of questions, we would like your global rating of the overall capacity of your Coalition to perform various activities related to **Environmental Strategies**. Environmental strategies (e.g. reducing access, policy change, increasing enforcement) involve the coalition assessing the community environment to select and implement an array of "best fit" environmental initiatives. The coalition then aligns and integrates them across the community and evaluates their impact.

Response categories will be:

- Novice
- Proficient
- Mastery

Novice indicates that your Coalition is still learning how to perform its environmental strategies functions and could therefore benefit from assistance from others.

Proficient indicates that your Coalition is competent in performing its environmental strategies functions.

Mastery indicates that your Coalition is at such an expert level of performance that you could train or be of assistance to others in performing their environmental strategies functions.

If you have trouble deciding, choose the answer that most closely reflects your assessment of your Coalition.

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21a. Please rate your Coalition's overall capacity to perform **Assessment** activities for **environmental strategies**.

Assessment. Determining retail and social sources of substance availability to underage youth, knowledge of community compliance with local ordinances, extent of enforcement efforts and magnitude of media influences, and developing a framework or model of change.

Novice

Proficient

Mastery

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21b. Please rate your Coalition's overall ability to perform **Capacity** activities for **environmental strategies**.

Capacity. Developing a solid knowledge base (e.g., definition, rationales, and evidence for environmental strategies) and a set of requisite skills (e.g., social marketing, policy analysis, advocacy procedures), and enhancing cultural competence of community members.

Novice

Proficient

Mastery



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21c. Please rate your Coalition's overall capacity to perform **Planning** activities for **environmental strategies**.

Planning. Identifying a range of potential policy changes and enforcement activities, selecting the best "fit" with current community conditions and carrying out a systematic plan to identify potential allies and opponents to environmental strategies.

Novice

Proficient

Mastery



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21d. Please rate your Coalition's overall capacity to perform **Implementation** activities for **environmental strategies**.

Implementation. Develop experience in carrying out a sequenced social marketing campaign or success in mounting a sustained "campaign" which produced policy change or increased enforcement.

Novice

Proficient

Mastery

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21e. Please rate your Coalition's overall capacity to perform **Evaluation** activities for **environmental strategies**.

Evaluation. Monitoring enforcement or documenting changes in social indicators to measure policy change.

Novice

Proficient

Mastery

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21f. Please rate your Coalition's overall capacity to perform **Planning for sustainability** activities for **environmental strategies**.

Planning for sustainability. Arranging for regular prevention columns in local newspapers or securing line items in organizations' budgets that institutionalize prevention strategies.

Novice

Proficient

Mastery



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22. Please indicate how much you agree or disagree with each of the following statements about your Coalition.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Our members are just learning the importance of environmental strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. We have had past success implementing policy and other environmental strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. The majority of our members are supportive of the Coalition pursuing environmental strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. The majority of our members participate in implementing environmental strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Our Coalition does not have sufficient ability to advocate for policy changes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Our Coalition does not currently have the ability to implement an effective media campaign	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. We have identified the policy and environmental changes relevant to our community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. We have the appropriate members to launch the needed environmental strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. We belong to other Coalitions and networks in order to have a larger impact on policy and environmental strategies	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>


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23. Whatever your coalition's focus, some coalitions act **directly** in the community (e.g., coordinating prevention programs and services or advocating for an environmental / policy change). Other coalitions act **indirectly**, by building the capacity of other organizations (through convening, incubating, training, or technical assistance). Select the response which most closely corresponds to the focus of your coalition.

Coordinates	More Coordination	50/50 Coordinating & Capacity Building	More Capacity Building	Builds Capacity
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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SECTION IV: INTERMEDIARY OR COMMUNITY SUPPORT ORGANIZATION

In the following series of questions, we would like your global rating of the overall capacity of your Coalition to perform various activities related to **intermediary or community support organization**. Some coalitions evolve into "intermediary or community support organizations." These coalitions act mainly indirectly in the community by building the capacity of other organizations. They assess training and technical assistance needs and resources, build capacity where needed, develop a capacity building plan, provide an array of support services and evaluate impact on recipient organizations and the community.

Response categories will be:

Novice



Proficient



Mastery



Novice indicates that your Coalition is still learning how to perform its intermediary organization functions and could therefore benefit from assistance from others.

Proficient indicates that your Coalition is competent in performing its intermediary organization functions.

Mastery indicates that your Coalition is at such an expert level of performance that you could train or be of assistance to others in performing their intermediary organization functions.

If you have trouble deciding, choose the answer that most closely reflects your assessment of your Coalition.

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24a. Please rate your Coalition's overall capacity to perform **Assessment** activities for **intermediary or community support organization**.

Assessment. Understanding current knowledge and skills among community leaders, staff and residents on prevention strategies, knowledge of how to implement the steps of the Strategic Prevention Framework, identifying resources outside of your community, and developing a framework or model of change.

Novice

Proficient

Mastery

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24b. Please rate your Coalition's overall ability to perform **Capacity** activities for **intermediary or community support organization**.

Capacity. The capacity of other organizations, community leaders, and residents by recruiting highly skilled staff and consultants, developing the capacity building skills of coalition staff in skills such as training, consultation, and communication, development of educational materials, and enhancing cultural competence of organization and community members.

Novice

Proficient

Mastery



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24c. Please rate your Coalition's overall capacity to perform **Planning** activities for **intermediary or community support organization**.

Planning. Designing learning systems, communications and marketing plans, integrated technical assistance and training plans (compared to one time individual events), and determining the geographic area, scope, and content for training and TA.

Novice

Proficient

Mastery



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24d. Please rate your Coalition's overall capacity to perform **Implementation** activities for **intermediary or community support organization**.

Implementation. Advertising, recruiting, and conducting series of workshops, developing resource centers or web sites for the distribution of information, and brokering resources from state and national resources.

Novice

Proficient

Mastery



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24e. Please rate your Coalition's overall capacity to perform **Evaluation** activities for **intermediary or community support organization**.

Evaluation. (For example, training, technical assistance/consultation, educational programs, and materials, etc). Monitoring satisfaction and evaluating changes in knowledge, skills, and resources.

Novice

Proficient

Mastery



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24f. Please rate your Coalition's overall capacity to perform **Planning for sustainability** activities for **intermediary or community support organization**.

Planning for sustainability of capacity building functions. Securing ongoing funding or institutionalizing services into the ongoing operations of other community-based organizations.

Novice

Proficient

Mastery



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25. Please select all of the following resources your Coalition has available for capacity building.

- Information on evidence-based environmental strategies.
- Staff and consultants who are knowledgeable and skilled in capacity building methods (e.g. adult education, consulting).
- Staff and consultants are knowledgeable of evidence-based prevention programs, services, and environmental strategies undertaken by the Coalition.
- Ability to produce educational materials.
- Resources to send Coalition members to workshops, conferences, or to visit other communities.
- Ability to distribute materials and other educational resources.

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SECTION V: SYNERGY AND COLLECTIVE SELF-EFFICACY

26. What makes Coalitions unique is their potential to combine the different perspectives, knowledge, and skills of a group of people and organizations. This unique combining power has been called **synergy**. We would like to know the extent to which you believe synergy is being created in your Coalition. How much do you agree or disagree with each of the following statements?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Our Coalition has developed a common language for communication among diverse coalition members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Our Coalition has developed common goals that are understood and supported by all coalition members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Our Coalition is better able to carry out its work because of the contributions of diverse coalition members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Our Coalition has clearly communicated how its action will address problems that are important to people in the community	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Our Coalition has combined the perspectives, resources and skills of coalition members	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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27. Collective self-efficacy refers to a group's shared belief in its joint capabilities to attain their goals and accomplish desired tasks. We are interested in your assessment of the collective self-efficacy of the Coalition. How much do you agree or disagree with each of the following statements?

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
a. Our Coalition has a sufficient combination of skills within its membership to achieve the Coalition's goals	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Our Coalition can work together as a group and take collective action to achieve the Coalition's goals	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Whenever our Coalition has to move forward towards a goal, almost everybody is willing to join in and to do their share of the work	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Our Coalition has the support of other organizations and influential community leaders	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Our Coalition participates in larger Coalitions and groups that can effect changes at a "higher" level (e.g., state)	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

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Coalitions develop as they increase their mastery of key functions needed to prevent substance abuse. Key functions include: coalition development and management, coordinating preventing programs /services, implementing environmental strategies, and serving as an intermediary support organization to build the capacity of other organizations to do their part in preventing substance abuse. Coalition development also entails mastery of capacities needed to perform each of the five steps of SAMHSA's Strategic Prevention Framework: conduct assessments, mobilize and/or build capacity, develop a comprehensive plan, implement strategies, and evaluate and plan for sustainability.

28. For the work you need to do in order to be a successful coalition, how would you rate your coalition's capacity to perform the key functions presented above?

- My Coalition is learning how to perform most of these key functions.
- My Coalition is achieving proficiency (competency) in performing most of the key functions to prevent substance abuse, though some we may be learning or have mastery (expertise).
- My Coalition has achieved mastery (expertise) in performing most of the key functions needed to prevent substance abuse, however we could not sustain our coalition sufficiently without DFC funding.
- My Coalition has achieved mastery in most of the functions we perform in the community. The capacities are sustainable and institutionalized (i.e., they can be supported without DFC funding and the capacities and mission are shared among many organizations).

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Additional comments: (2,000 character limit)

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Coalition Online Management and Evaluation Tool



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Thank you for completing the Coalition Classification Tool. We will provide you with the stage of development your coalition was classified in as a result of your answers.

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