Using SPF Milestones to Guide Your Coalition

Coalition Name:

Date/Year Last Updated:

When is a coalition like a self-driving vehicle? When the coalition uses CADCA's Strategic Prevention Framework (SPF) Milestones tool – of course. This document provides coalitions with a **NEW** SPF Milestones tool that can enhance their coalition's effectiveness and sustainability. The SPF Milestones tool allows coalitions to

a) identify strengths and gaps in their planning efforts and
b) establish on-going SPF processes that will build their coalition's ability to "do the work".
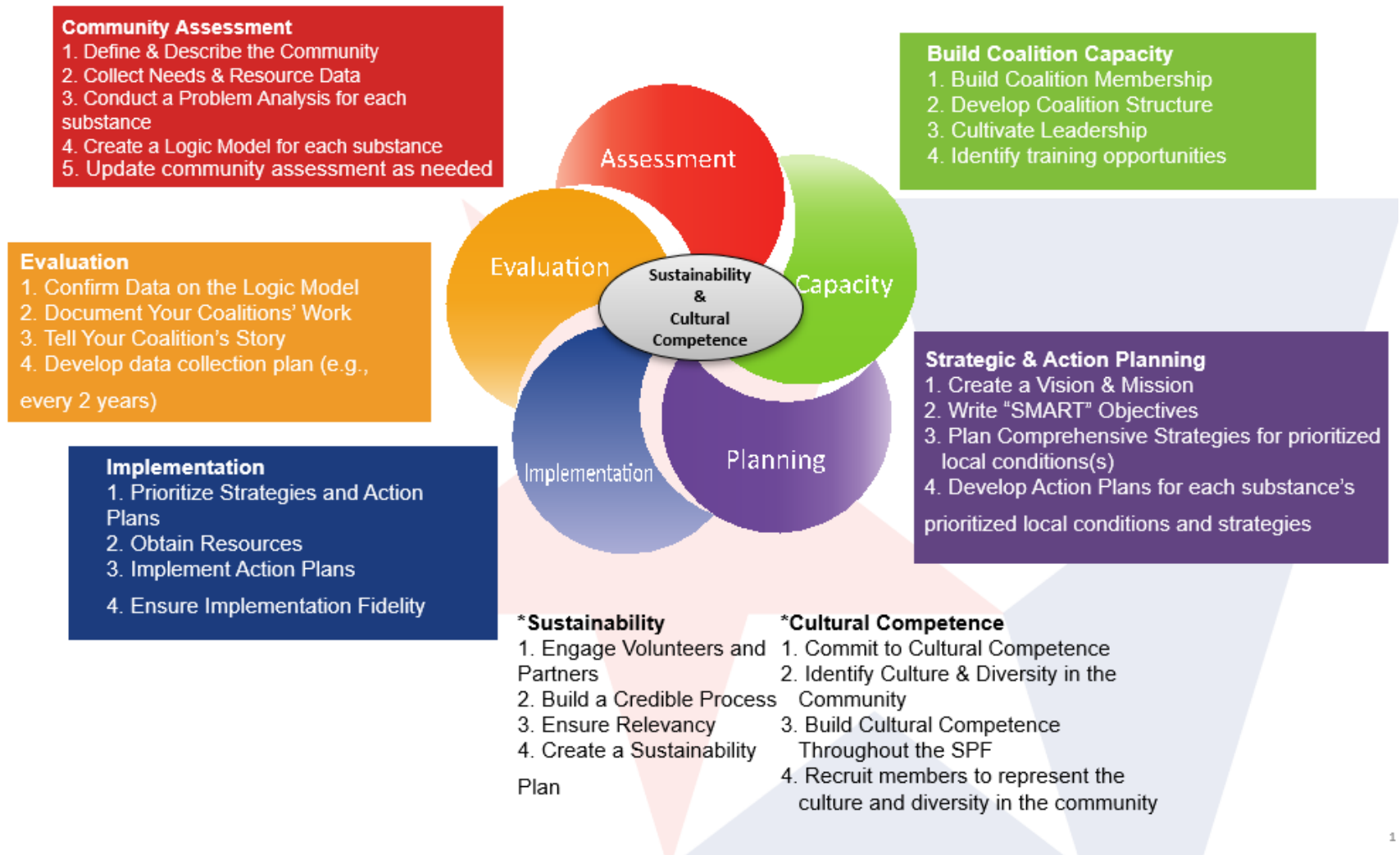
Coalitions can use the SPF Milestones tool to assess their own coalition's effectiveness in implementing the SPF and identify strategies to enhance their planning efforts. Participants will network and share lessons learned.

When reviewing the Milestones keep in mind these represent a description of "what to do" – not instructions on "how to do" each step. CADCA's Primers, Coalition Development Support and training resources provide complete and detailed descriptions of how to implement each Milestone.

In the status section of the milestones, please assess your coalition according to the following scale:

- Not started
- Need Support (from CADCA Coalition Development Support)
- In process
- Completed

CADCA's Coalition Skills and Processes for SAMHSA's Prevention Framework

Community Assessment
1. Define & Describe the Community
2. Collect Needs & Resource Data
3. Conduct a Problem Analysis for each substance
4. Create a Logic Model for each substance
5. Update community assessment as needed

Build Coalition Capacity
1. Build Coalition Membership
2. Develop Coalition Structure
3. Cultivate Leadership
4. Identify training opportunities

Evaluation
1. Confirm Data on the Logic Model
2. Document Your Coalitions' Work
3. Tell Your Coalition's Story
4. Develop data collection plan (e.g., every 2 years)

Strategic & Action Planning
1. Create a Vision & Mission
2. Write "SMART" Objectives
3. Plan Comprehensive Strategies for prioritized local conditions(s)
4. Develop Action Plans for each substance's prioritized local conditions and strategies

Implementation
1. Prioritize Strategies and Action Plans
2. Obtain Resources
3. Implement Action Plans
4. Ensure Implementation Fidelity

Assessment
Evaluation
Capacity
Sustainability & Cultural Competence
Implementation
Planning

*Sustainability
1. Engage Volunteers and Partners
2. Build a Credible Process
3. Ensure Relevancy
4. Create a Sustainability Plan

*Cultural Competence
1. Commit to Cultural Competence
2. Identify Culture & Diversity in the Community
3. Build Cultural Competence Throughout the SPF
4. Recruit members to represent the culture and diversity in the community

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CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Community Assessment

Status	Milestone	Notes / Questions	Date Completed
Step 1: Define and Describe the Community			
	1a. Create a Needs Assessment / Data Collection Action Team (e.g., committee, work group) (as needed) *Note: This Action Team can also be used to create the Logic Model (Step 4)*		
	1b. Identify specific boundaries of the community to be addressed (e.g., County, City, School District, Zip Codes)		
	1c. Determine jurisdictions in the community (e.g., County, Cities, Police Departments, School Districts, Health Departments, Courts)		
	1d. Identify "Communities within the Community" (e.g., Communities of Place, Interest and Experience)		
	1e. Collect demographic information about the defined community		
	1f. Describe the community history of events that impact the: • Overall community • Substance Use and Misuse issues • Coalition's ability to organize		
	1.g Develop a map of the community that includes jurisdictions, hot spots, and resources available.		
Step 2: Collect Needs and Resource Data			
	2a. Identify data to collect: Consequences, Problems, Root Causes, Local Conditions and Resources		
	2b. Determine data collections methods • Focus Groups • Listening Sessions, • Archival Data		

Status	Milestone	Notes / Questions	Date Completed
	• Surveys • Interviews • Observations • Environmental Scans • Other		
	2c. Collect the data: • Set deadlines • Ensure data collection methods are culturally appropriate • Assign data collection activities to partners and coalition members • Provide training and support for data collection (as needed) • Collect the data		
	2d. Determine and prioritize problem statements for the drugs / consequences that are to be addressed by the coalition • Provide assessment results to coalition members • Engage coalition members (and other key stakeholders) in discussion and prioritization		
	2e. Organize the data and Create a **_Community Assessment Report_**		
Step 3: Conduct Problem Analysis for Each Substance			
	3a. Identify participants and groups with which to conduct the problem analysis – include target populations including youth		
	3b. Prepare Community Assessment Summary for sharing with participants		
	3c. Conduct "But Why Here?" or Root Cause Problem Analysis Sessions with as many groups as needed to obtain input from diverse populations		

Status	Milestone	Notes / Questions	Date Completed
	3d. Identify and collect additional data for root causes and local conditions identified during the Problem Analysis		
	3d. Collect and summarize Problem Analysis Results		
Step 4: Create a Logic Model for Each Substance			
	4a. Identify coalition members to create logic models (e.g., Form Action Team for each problem statement) *Note: This may be the same Action Team created to conduct the Community Assessment.*		
	4b. Review Community Assessment and Problem Analysis Results to prioritize problem statements to address		
	4c. Create logic model ensuring: • Root causes based on Prevention Science • Local conditions are specific, identifiable and actionable • Measure, data, source and date for each element on the logic model • Data are sensitive, proximate, feasible for each element on the logic model • Line logic		
	4d. Collect additional data as needed.		
	4e. Share and obtain input on draft ***Logic Models*** with coalition members and community partners		
Step 5: Update Community Assessment as Needed (e.g., once a year, every two years)			
	5a. Update Community Assessment Report and Logic Models		
	5b. Share the ***Community Assessment Report*** and ***Logic Models*** with the Community		

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CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Build Coalition Capacity

Status	Milestone	Notes / Questions	Date Completed
Step 1: Build Coalition Membership			
	1a. Create Membership and Outreach Action Team (as needed)		
	1b. Targeted Recruiting • Identify tasks to be completed in next 6 months • Identify existing coalition members, sector representatives (DFC 12 sectors), individuals and organizations to recruit to "do the work" • Develop talking points and coalition flyers • Recruit, orient and train new members		
	2b. Retain coalition members • Survey coalition members • Maintain membership database • Provide roles and opportunities for involvement • Recognize and reward coalition members • Celebrate successes!		
Step 2: Develop Coalition Structure			
	2a. Establish and update coalition structure: • Meeting Times and Locations • Action Teams (e.g., workgroups, committees) • Job Descriptions • Develop / Confirm Coalition Involvement Agreements (CIA's) with Sector Representatives • Create Memorandum of Understanding (MOU's) (as needed) • Organization Chart & Timeline		
	2b. Build an Action-Oriented Coalition • Action-oriented agendas and Minutes • Develop Action Teams to complete specific tasks (as needed)		

Status	Milestone	Notes / Questions	Date Completed
	2c. Ensure fiscal / legal structures are in place: • MOU w/Fiscal Agent (as appropriate) • By-Laws • CIAs • Decision making processes • Collection method for documenting In-Kind Contributions		
	2d. Share coalition organization with coalition members: (e.g., organization Chart, timeline, job descriptions, MOU's, By-Laws) • Create reporting formats and processes Provide regular updates to the Coalition		
Step 3: Cultivate Leadership			
	3a. Clarify coalition leadership (members and staff) roles and responsibilities		
	3b. Cultivate, recruit and train coalition and community members to become leaders • Identify formal and informal leaders • Engage Sector Representatives • Reach out to members of diverse populations		
	3c. Build relationships with formal / informal community leaders and champions		
Step 4: Identify Training Opportunities			
	4a. Identify current coalition skills and resources across the SPF and determine additional training needs		
	4b. Survey coalition members to determine needs		
	4c. Provide training to coalition members		

CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Planning

Status	Milestone	Notes / Questions	Date Completed
Step 1: Create a Vision and Mission			
	1a. Create a Strategic Planning Action Team to work through Vision, Mission, Objectives, Strategies, and Action Plans(VMOSA) process		
	1b. Review current coalition Vision and Mission Statements to determine whether current statements have consensus and are "owned" by the coalition members		
	1c. Update Coalition Vision Statement (as needed)		
	1d. Update Coalition Mission Statement (as needed)		
	1e. Share Coalition Vision and Mission Statement with coalition members, partners and key stakeholders. Embed Vision and Mission Statements in key coalition communications.		
Step 2: Write "SMART" Objectives			
	2a. Review, prioritize and update community assessment and logic models from which the coalition will develop Objectives, Strategies and Action Plans. Ensure quantitative data exists for each problem statement, root cause and local condition		
	2b. Write SMART (+C) Objectives for each problem statement, root cause and local condition • Specific • Measurable • Achievable • Relevant • Timed • +Community Based		

Status	Milestone	Notes / Questions	Date Completed
	2c. Obtain consensus and "buy-in" from the coalition on the Long-, Intermediate, and Short-term Objectives		
Step 3: Plan Comprehensive Strategies for Prioritized Local Conditions			
	3a. Select and prioritize the local conditions for which the coalition will develop comprehensive strategies		
	3b. Identify potential policy-based environmental strategies that can be used to address the local conditions – access CADCA and other resources		
	3c. Examine the research base for the proposed strategies. Select which environmental strategies will be most appropriate (culturally and politically) for your community		
	3d. Develop comprehensive and complementary strategies (7 categories) to change the prioritized local condition(s) 1. Provide information 2. Build skills 3. Provide support 4. Change access / barriers 5. Change consequences / incentives 6. Change the physical design 7. Change policies		
	3e. Strategic Planning Action Team engage potential partners in developing the strategies to ensure their agreement and buy-in to the strategies.		
	3f. Verify that the proposed comprehensive strategies will have enough dosage to change the local condition and achieve the short-term objectives identified for the local condition		

Step 4: Prioritize Strategies		
	4a. Engage potential partners in reviewing the local condition and proposed comprehensive strategy	
	4b. With partners, determine the appropriate sequence for each of the strategies to be implemented	
	4c. Build the coalition's capacity to implement the proposed strategies (as needed)	
Step 5: Develop Action Plans for Each Substance's Prioritized local conditions and Strategies		
	5a. For each strategy identified to change a local condition identify the specific activities (or tasks) that need to be implemented to achieve the strategy.	
	5b. For each strategy provide a clear description of what needs to happen, who will do each activity and by when.	
	5c. Identify the resources needed to complete each activity – the resources may be cash, in-kind, supplies, facilities or other resources	
	5d. Create a timeline for the Strategies and Activities. Work with the coalition and partners to ensure the timeline is realistic and achievable.	
	5e. Share the completed ***Strategic and Action Plan (VMOSA)*** with coalition members, partners and key stakeholders.	

CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Implementation

Status	Milestone	Notes / Questions	Date Completed
Step 1: Prioritize Strategies and Action Plans			
	1a. Coalition members review Strategic and Action Plans and prioritize which local conditions will be addressed – and the specific strategies and activities to be implemented		
	1b. Create an "Action Team" to coordinate implementation of selected Strategies and Activities.		
	1c. Revisit/Confirm sequence and timeline for implementation of Strategies and Activities established during planning phase– confirm with coalition partners and other resource providers.		
	1d. For policy-based strategies (both Big P and little p) review 10 Policy Action Steps to implement the strategy: 1. Clearly state the problem 2. Engage enforcement 3. Gather and analyze data to make your case 4. Research model legislation/policies 5. Draft policy language 6. Use media to educate 7. Mobilize support & provide community education 8. Get the policy adopted 9. Ensure enforcement of the policy 10. Evaluate effects of policy change		
	1e. Ensure appropriate non-Federally funded resources are available for Policy Advocacy Steps and that a process for documenting time and funds spent (i.e., book keeping) established		

Status	Milestone	Notes / Questions	Date Completed
Step 2: Obtain Resources			
	2a. Revisit/confirm specific cash, in-kind, materials, facilities and other resources identified as "required" in order to implement each activity during the planning process		
	2b. Contact and engage coalition members, partners, community stakeholders and funders to obtain necessary resources		
	2c. Determine which resources will be required for the strategy / activities to be conducted on an on-going basis (e.g., compliance check, school curriculum). Develop strategies to sustain the resources over the long-term.		
Step 3: Implement Action Plans			
	3a. Identify specific strategies / activities to be implemented at the present time		
	3b. Ensure coalition and community members, and partners are held accountable for their responsibilities		
	3c. Monitor implementation of Strategies / Activities – ensure dosage, fidelity and cultural adaptations are appropriate for each strategy		
Step 4: Ensure Implementation Fidelity			
	4a. Identify the key elements of each strategy that are crucial to the successful implementation of the strategy. Create specific implementation guidelines as needed for specific strategies.		
	4b. Monitor and verify that the strategies / activities are being implemented according with fidelity (as identified through research and practice)		
	4c. Make adjustments as needed to implementation plans to ensure adherence to implementation fidelity guidelines.	•	

CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Evaluation

Status	Milestone	Notes / Questions	Date Completed
Step 1: Confirm Data on Your Logic Model			
	1a. Create an Evaluation Action Team to develop Evaluation Plans and share results with the Coalition, Key Stakeholders and the community (as needed)		
	1b. Review coalition's logic model for qualitative and quantitative data that are identified for each problem statement, root cause and local condition		
	2c. Verify that measures are "good": • Sensitive (measures changes to local conditions) • Proximate (measures the defined community) • Feasible (can be collected multiple times)		
	2d. Identify new/updated measures as needed.		
	2e. Create an **_Evaluation Plan_** which describes the measures to be collected on an on-going basis.		
Step 2: Document Your Coalition's Work			
	3a. Identify the information about the coalition's work (outputs) that the coalition will collect to record the coalition successes and challenges in relation to: • Community Changes • Services Provided • Resources Generated • Media Coverage • Coalition Processes		
	3b. Develop on-going process for collecting, analyzing and sharing coalition outputs		
	3b. Provide regular updates on coalition outputs to coalition members and community stakeholders		

Status	Milestone	Notes / Questions	Date Completed
Step 3: Tell Your Coalition Story			
	4a. Develop ***Coalition Evaluation Communication Plan*** which identifies Coalition evaluation information that must be provided to key stakeholders		
	4b. Analyze data from the Evaluation Plan and Coalition Outputs to "Tell the Story" of how the coalition has contributed to changes in the community		
	4c. Prepare Evaluation Reports in various formats to share with Key Stakeholders and the Community (e.g., 1 Pagers, Blogs, Newsletter, PPT presentations)		
	4d. Celebrate the coalition's work and accomplishments		
Step 4: Develop Data Collection Plan			
	3a. Review Evaluation Plan and methods to document your coalition's work to identify which data need to be collected when.		
	3b. Establish data collection plan which includes the data collection method, responsibilities and a timeline for the data collection. 3c. If working with an external evaluator, identify and outline role, responsibilities and deliverables (process and outcome) expected		

CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Sustainability

Status	Milestone	Notes / Questions	Date Completed
Step 1: Engage Volunteers and Partners			
	1a. Create Sustainability Action Team composed of coalition members, community stakeholders and coalition partners.		
	1b. Review the 6 R's Worksheet and identify ways to engage and retain volunteers and partners: • Relationships • Roles and Responsibilities • Respect • Recognition • Rewards • Results		
	1c. Identify ways to embed these practices into the on-going work of the coalition.		
Step 2: Build A Credible Process			
	2a. Review the SPF Processes with coalition members to identify those areas in which coalition members (not staff) can improve their knowledge and skills.		
	2b. Develop (or update) an Organization Chart and Annual Timeline for the Coalition		
	2c. Identify and provide training opportunities (web-based and live) for coalition members and partners.		
	2d. Seek additional coalition development support (technical assistance) for specific elements of the Strategic Prevention Framework		
Step 3: Ensure Relevancy to Community Concerns			
	3a. Identify issues other than substance use in the community and contact individuals and organizations concerned with these issues.		

Status	Milestone	Notes / Questions	Date Completed
	3b. List potential individuals and organizations that can address these issues.		
	3c. Establish a relationship with these individuals and organizations to ensure communication of the Coalition's efforts.		
Step 4: Create a Sustainability Plan			
	4a. Identify what must be sustained		
	4b. Identify future resource needs		
	4c. Select funding strategies		
	4d. Identify potential sources and donors		
	4e. Create case statements		
	4f. Action plan for contacts and requests		
	4g. Create Sustainability Plan and Share with coalition and community members		

CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Cultural Competence

Status	Milestone	Notes / Questions	Date Completed
Step 1: Commit to Cultural Competence			
	1a. Engage coalition leaders in discussion about the value of cultural competence – and the value of the coalition committing to addressing and building cultural competence		
	1b. Provide retreats and devote time (e.g. presentations, guest speakers) at coalition meetings to discuss culture and diversity and the work of the coalition		
	1c. Form a Cultural Competence / Inclusivity Action Team (as needed)		
	1d. Identify additional ways the coalition can become more aware and inclusive of diverse cultures in the community		
Step 2: Identify Culture and Diversity in the Community			
	2a. Review Community Assessment – Community Descriptions – Communities within the Community and community demographics to ensure that everything is covered		
	2b. Identify specific diverse populations in the community that: • Have resources (protective factors / assets) that address substance use and misuse • Are impacted by substance use and misuse, consequences and root causes • Can be partners in developing strategies to address substance abuse		
	2c. Identify individuals and organizations who represent the cultures that may be contacted (Step 4 below)		

Status	Milestone	Notes / Questions	Date Completed
	2d. For specific cultures which the coalition will engage – use the Cultural Competence Checklist to determine how effective the coalition understands and addresses the unique characteristics of the cultures.		
Step 3: Build Cultural Competence Throughout the SPF			
	3a. Review the coalition's efforts in each element of the SPF to determine if the coalitions efforts: • Include members of diverse communities in the planning and implementation efforts • Identify specific tasks and activities that address and provide outreach to diverse communities • Consider unique characteristics of diverse communities in planning and implementation		
	3b. Examine the SPF Element – **Building Coalition Capacity** to ensure the tasks include outreach to diverse communities		
	3b. Examine the coalition's **Strategic and Action Plans** to ensure the strategies and tasks reflect the diverse cultures in the community.		
Step 4: Recruit Members to Represent the Culture and Diversity in the Community			
	4a. Utilizing Community Description (Map) and History and other resources to identify diverse populations that are not represented on the coalition		
	4b. Develop and conduct outreach and training to community based/grass root organizations (special interest groups, faith-based organizations, community support groups with common goals and / or who serve at-risk populations)		
	4c. Providing cultural competence trainings (as appropriate) to new and existing coalition members		

Status	Milestone	Notes / Questions	Date Completed
	4d. Create opportunities or mechanisms for disenfranchised populations to provide input to the assessment, planning and implementation process		

CADCA's Coalition Skills and Processes for SAMHSA's SPF – Milestones
Coalition Self-Assessment Summary

Coalition Name:

Rate Each Milestone and its corresponding coalition product (as applicable)
- 1. Not started
- 2. In process
- 3. Almost complete, but missing some milestones/need CD Support
- 4. Completed and includes all milestones

SPF Element	Milestones	Status of Milestone	Need CD Support (Y/N)	Product	Plans to Update
Community Assessment	1. Define & Describe the Community				
	2. Collect Needs & Resource Data				
	3. Conduct a Problem Analysis				
	4. Create a Logic Model for each substance				
	5. Update community assessment as needed				
Build Coalition Capacity	1. Build Coalition Membership			**N/A**	
	2. Develop Coalition Structure				
	3. Cultivate Leadership				
	4. Identify training opportunities				
Strategic and Action Planning	1. Create a Vision & Mission				
	2. Write "SMART" Objectives				
	3. Plan Comprehensive Strategies				
	4. Prioritize Strategies				
	5. Develop Action Plans				

SPF Element	Milestones	Status of Milestone	Need CD Support (Y/N)	Product	Plans to Update
Implementation	2. Prioritize Strategies and Action Plans			**N/A**	
	3. Obtain Resources				
	4. Implement Action Plans				
	5. Ensure Implementation Fidelity				
Evaluation	1. Confirm Data on the Logic Model				
	2. Document Your Coalition's Work				
	3. Tell Your Coalition's Story				
	4. Develop data collection plan				
Sustainability	1. Engage Volunteers and Partners				
	2. Build a Credible Process				
	3. Ensure Relevancy				
	4. Create a Sustainability Plan				
Cultural Competence	1. Commit to Cultural Competence			**N/A**	
	2. Identify Culture & Diversity in the Community				
	3. Build Cultural Competence Throughout the SPF				
	4. Recruit members to represent the cultures				

*repeat for each substance as necessary

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