

THE ESSENCE OF COALITIONS7
 LAUNCHING WISCONSIN'S SIG12
 VOLUNTEER AWARD WINNERS14

Building and Sustaining Prevention Coalitions



Coalition leaders share their insights on bringing people to the table and keeping them there

power of community as a change agent. Helping people realize what they can accomplish by bringing together different sectors of the community, and sharing your passion with them, is a key component of building and sustaining effective coalitions.

There has been much research done into the role of community coalitions on reducing negative behaviors and affecting positive change in a community. Call it community organizing, coalition building or community development, it is all about engaging individuals, agencies, local government, and other sectors in the community to get something positive done to improve the lives of children, youth and families. Here in Wisconsin, coalitions have been around at the local level for decades, some with more success than others.

Many academics and prevention professionals have written various lists of key components needed to have a successful coalition. (For more information, see Kathi Kocs' article on page 10-11, or visit the websites provided in "Working the Web" on pages 8-9.) For example, in an article written for the *American Journal of Community Psychology* (Vol. 29, No. 2, April 2001), Thomas Wolff, Ph.D. summarizes his synthesis of studies and research on coalitions with nine "dimensions" that are critical to coalition functioning and make the

By Gabrielle Ratte Smith

Passion – though there are many key elements that research and community leaders will tell you are critical to building and sustaining a coalition, this is one at the heart of effective coalitions. If you have passion, both for issues affecting youth and families and for believing in the power of community as a change agent, you are ready for the challenge of starting a coalition to affect change in your community.

In the words of one experienced coalition leader, "It's almost addictive." This is how Ronda Kopelke, Director of the Center for Community Outreach at the Marshfield Medical Research Foundation, describes the way people feel once they experience the

difference between success and failure (see sidebar). Coalition leaders articulate many of the same core best practices when talking about what works in building and maintaining effective coalitions. As Wolff writes in his article, “practitioners know and trust what they themselves have seen at work in communities.”

The Power of Two

For many youth advocates and community leaders, Ronda Kopelke and Gladys Bartelt have shown the way to implementing effective practices, supporting local prevention efforts, and innovating to create long-term stability for prevention programming. Both have worked in the prevention field for over 20 years and have experienced first-hand the power of community coalitions.

After many years of work building relationships, finding funding, and advocating for the critical role of prevention and community-based programming, Kopelke and Bartelt found a “home” for prevention at the Marshfield Medical Research Foundation at the Marshfield Clinic in central Wisconsin. Kopelke is now the Director of a permanent division at the Foundation, the Center for Community Outreach.

Through their work at the Center, this pair has created many avenues to support the work of new and established coalitions, ethnic communities, and prevention programming in counties throughout the state. They successfully obtained a grant to place 20 AmeriCorps members in communities from

Clark County to Racine, providing valuable staffing and committed volunteers to local coalitions. This program also instills passion, expands members’ knowledge of community-based prevention, and provides opportunities for leadership to the members.

Most of the coalitions that Bartelt helped to start are still around. Local communities must develop their own goals if they are to survive, notes Bartelt. They must be able to articulate what they are about, their direction and purpose, and build a structure for their coalition that works for their community. Ownership at the grassroots level is key.

Bartelt also cautions about having too much focus on funding: be careful to think that money is the answer. In fact, she believes that “too much money is a bad thing.” It can take energies away from building other resources – expertise, relationships, finding local resources, which will provide a broader base for the coalition.

Being proactive and prepared for funding opportunities is key to effectively raising money; however, beware of bringing together people for the purpose of obtaining a grant. The focus should always be on the coalition’s overall mission and goals. In many cases, once the funding goes away, the coalition

falls apart, because members were only at the table for the money.

Both Kopelke and Bartelt have some closing words of wisdom: for meetings, “start on time, end on time.” People should feel welcome. Make meeting locations and time accessible for people. Also, food helps to create a hospitable atmosphere. Be sure to create meaningful roles for members. People need to feel they are involved and contributing. Most people are either task-oriented or planners. Find roles



for both types. Look for the strengths in each person.


Balancing Local Identity and Collaboration

Polk County Alcohol Substance Abuse Prevention (ASAP) was formed in June 2002, with a group of local prevention professionals and citizens coming together to raise awareness of community AODA issues. Originally focused on the county seat of Amery, the group expanded to be countywide to broaden their base to improve funding opportunities. Currently, ASAP is looking to receive a 21st Century

Nine Dimensions Critical to Coalition Success or Failure

(excerpts from “Community Coalition Building – Contemporary Practice and Research,” by Thomas Wolff, AHEC/Community Partners, Amherst Massachusetts. Published in the *American Journal of Community Psychology*, Vol. 29, No. 2, April, 2001)

Through coalition building, it is entirely possible to create community change. Unfortunately, it is also possible to fail to meet the community’s goals and to waste time and energy in the process. From the study of coalition successes and failures, key rules of coalition building can be identified that give coalitions a fighting chance to prove their capacity to solve community identified problems. Nine dimensions will be examined that are critical to coalition functioning and make the difference between success and failure:

1. **Community Readiness** – The state of the community prior to the creation of the coalition is thus critical to its success and is related to a series of factors. These are the impetus for the coalition, prior history of collaboration in the community, intensity of turf wars, “over-coalitioned” communities, quality of existing leadership, and utilizing best practices, especially establishing relationships, mobilizing the community, and personal contact with key local players.
2. **Intentionality** – Critical to the success of community coalitions is the early development of a common shared vision and mission. Have clear goals, objectives and actions plans. Ensure community ownership of the coalition’s vision and mission. Believe in what is possible.
3. **Structure and Organizational Capacity** – A community coalition’s structure needs to reflect the usual organizational capacities of any successful organization in order to achieve its goals, including the capacity for decision-making, communication, adequate resources, and leadership.
4. **Taking Action** – Coalitions exist to create change according to the coalition’s vision and mission. The coalition’s ability to effect change and document outcomes impacts the coalition’s members, evaluators and funders. Achieving concrete outcomes maintains coalition membership.
5. **Membership** – Engaging a broad cross section of the community in active coalition membership is essential to success. Wolff highlights the importance of ongoing recruitment, inclusivity, diversity, and addressing power and ownership issues.
6. **Leadership** – Successful coalitions disperse their leadership and develop it among all members of the coalition. This includes collaborative leadership, leaders who share power, are flexible, are able to resolve conflicts constructively, communicate clearly and honestly, facilitate group interaction, and nurture leadership in others. Effective leaders also look to expand leadership among participants, identifying leadership roles and delegating responsibility.
7. **Dollars and Resources** – Funding in and of itself does not guarantee success or failure, but the degree of funding and the way in which decisions about the funding are made create very different sorts of coalitions. Coalitions must individually assess their financial needs by deciding how best to fulfill the coalition’s mission. From there, they can determine how much funding is needed and where to look for it.
8. **Relationships** – At its core, community coalition building is a human process. The coalition succeeds by bringing people together, and facilitating the building of relationships among them. It is the sense of community, caring, and “we are in this together” that is really the heart, soul, and spirit of the coalition. Coalitions can foster this component of their work through post-meeting “schmoozing,” by building in informal time before, during and after the meeting, and creating occasions where people can share in their successes. All of this builds the sense of community and connection that provides the hope and the celebration that are critical to coalition success.
9. **Technical Assistance** – Coalition management often means taking on too many tasks with too few resources. These characteristics of coalitions create a compelling need for technical assistance, consultation, training, and support for coalition staff, boards, and members. 

Learning Grant, awarded by the federal Department of Education. As a county-wide coalition, they are

careful to balance promoting collaboration and preserving local identify.

Last year, members of ASAP heard of the success of Family and Community Town Suppers (FACTS),

a program developed and promoted by the Wisconsin Clearinghouse for Prevention Resources, under the conceptual vision of Carol Lobes, former director, in consultation with Dr. Lynn McDonald, developer of the FAST program. Over 100 communities across the state have held FACTS with the assistance of Clearinghouse staff. FACTS have shown to be an effective strategy to promote awareness of prevention issues and develop local priorities and ideas to affect positive change. UW-Extension Family Living Agent Gail Peavey, having heard of the success of FACTS in other communities, worked with local schools, students, and community-based agencies to hold a Family and Community Town Supper in September, 2001. This was the catalyst for building the initial coalition. Based on the results of a Search Institute study done in the schools, the group decided on three priorities: substance abuse, violence/bullying, and gratification delay. They are focusing on using science-based prevention strategies in hopes of receiving a local grant through the State Incentive Grant program.

For recruiting coalition members, Peavey notes that “individuals and groups want to know, ‘what’s in it for me?’” The coalition must be able to agree on and articulate a vision and goals and show the value of joining. Beware, though, warns Peavey, because the coalition can become too task-oriented and lose sight of the broader goals and mission. She also points out that time is an issue for most everyone. One



approach to address this is to use different communication strategies – list-serves, email, fax, phone, and yes, even “snail mail” for folks who do not have access to technology. Think about whom you want involved, but be aware of turf issues. Let things evolve – don’t get too hung up on initial goals. Let the group change and grow, and reform your goals as needed.

Another big challenge is getting people to come to meetings regularly. ASAP has a clear purpose and need that it is addressing. No other group works on these issues county-wide. Peavey advises to stay on task, focusing both on short-term and long-term goals. Meetings are structured. Peavey, who staffs the coalition, sends out a meeting reminder with an agenda, so everyone comes prepared to discuss the meeting topics. She also tries to help each member “feel a part of it,” to take ownership of certain agenda items, or to rotate who brings snacks. This has been successful, as the group has lots of energy, good attendance, and everyone participates.

Some words of advice from Peavey: Food is important. Have fun! Enjoy each other. The people

you network with can become your friends. Recognize people’s gifts and talents. Identify who are planners and who are doers, and work within those interests. Acknowledge the successes of the coalition, both individual and as a group. Decide as a group who needs to be involved and keep reaching out to involve new people as needed, but look out for hidden agendas. “Our work today is collaboration and coalitions. It’s a passion for me. I really believe in it,” says Peavey.

Native and Non-Native Youth: Promoting Understanding

Intercultural relationships can often be fraught with prejudice and tension, no matter what race or ethnic groups are involved. In north-central Wisconsin, Bob Kovar took the initiative to address tensions between non-native youth and youth from Lac du Flambeau Tribe that were resulting in problems at the high school. He helped to start the Intercultural Leadership Initiative (ILI), which began in January of 1999. Housed at the Great Lakes Inter Tribal Council (GLITC), its purpose is to bring together Native and non-Native kids and people to promote understanding and to decrease tension.

The community perceived the problem as a school problem, but Bob saw it as originating with prejudice and racial tensions in the community, which then manifested in problems at school. So, he made sure that the program engaged the community at large, rather than just the schools.

“Our philosophy is to shower people with positive attitude.” Through fun and focus on kids, reluctant participants and partners have become engaged. To recruit new members, Bob will reach out to anyone, any agency or service group, to tell the story of the ILLI and ask for their participation, support and input.

Youth have found the programming fun, which keeps them engaged and learning. They have learned the most important lesson of the program – to appreciate each other, regardless of race or ethnicity. Native and non-Native adult facilitators do experiential activities with the kids to teach abstract concepts such as prejudice and making assumptions. The program originally started with ten youth (5 Native, 5 non-Native) in the seventh grade. They realized that kids had already formed assumptions about each other and had learned some of the negative stereotypes of their parents and other adults. While continuing to work with the original group of seventh graders, they decided to start with younger children in the second year, when they added a group of fourth graders.

Kovar uses email to keep everyone involved and in touch. His email list includes students, parents, donors, and staff from area schools that have students in the program. He sends an update every week. This promotes awareness, networking, and sharing news of the program’s successes. Kovar also uses the media to raise awareness of the program,

its needs and accomplishments. He believes in the importance of having repeated messages in varying types of media.

After only three years, this program has seen visible results among the youth involved. They are learning to see each other as individuals, to get to know each other rather than making assumptions, and to appreciate each other’s culture and history.



Maintaining an Established Coalition

Fond du Lac County Tobacco Control Coalition was formed in 1992. Joyce Mann, staff to the coalition, has been involved with the coalition only since 2000. Mann, together with other staff and coalition participants, has effectively maintained and expanded the coalition, now with over 100 members.

Mann likens recruiting and retaining members to sports. “Like a sports team, you have to know your players and their individual talents.” Then you can appeal to their talents and interests to keep them

engaged and working for the best of the coalition. Key is looking for ways for members to take a personal interest in the mission of the coalition. “The reality is recruitment never ends.” Membership changes as people move, change jobs, or as new members are invited to join.

Mann notes that one of the challenges for long-term coalitions is that some members have lots of experience; be aware of the impact on new members when they first join a group filled with experienced, often out-spoken members with a lot of history with the coalition. It can be intimidating. Mann’s approach is to bring new members up to speed, sometimes getting together with them personally before their first meeting and talking with them about the atmosphere at meetings. She recommends getting to know new members and doing what you can to help them feel welcome. Strive for a balance between tasks and teamwork. Mann agrees that it is important to have a clear direction and goals, but also important to develop teamwork to get to that goal.

The coalition evaluates events and programming at their monthly meetings. In this process, it is important to avoid personal criticism and to keep things positive. A particular strategy to recognize success is the coalition’s annual legislative breakfast. At this event, they recognize outstanding contributions while also maintaining the group’s visibility with key policy makers in the community and the public

through media coverage locally.

A final word of advice from Mann: "Start with what's manageable and what the community will support."

Milwaukee Brighter Futures Initiative: A Network of Coalitions

Brighter Futures Initiative (BFI)-Milwaukee, is a coalition in its second year. Coordinated by Ramon Wagner, he sees this coalition as more of a cooperative of many networks from different sectors of communities within the City and County of Milwaukee. They are building off of other networks and working with existing coalitions throughout Milwaukee County. Through working to strategically bring together various levels and types of prevention, Wagner has developed a broad membership of prevention workers, programs and agencies to better serve youth and families in Milwaukee.

"We don't use the term coalition," says Wagner. "We talk about networks, looking vertically and horizontally. . . We look at different levels of organizations. In this way, we are better able to influence the missions, strategies and programs of member coalitions."

There are 40-50 people at each monthly meeting, of which a third represent programs not funded through BFI. What do these meetings offer people? A forum to learn, sometimes through formal presentations; an opportunity to meet people; and a communication



vehicle for member agencies' programming. Always keep in mind the agenda you sent out. This is what folks are expecting and in many cases there is an item that is important to them. In developing agendas, keep in mind what will bring people to the meeting, based on your knowledge of the group, and in this case, needs assessments that are conducted. The bottom line for many is they come because their needs, however different, are being met.

Wagner sees organizational missions as way of bringing people together. Look for commonalities among their missions. You can then build programs off of organizations coming together around their missions.

According to Wagner, the long-term goal is for clients to feel connected to the mission of the organizations that are providing them services. If you engage a

family, it should be with the mission and not the program. This way, if the program disappears or is replaced with another, the family will stay with the organization because they want to achieve for themselves the overall goal, not just go through a program. "It is about building community and family, not providing programs."

For More Information

For more information on any of these programs, contact the Wisconsin Clearinghouse at 800-248-9244. Also, visit any of the excellent websites listed in "Working the Web" on pages 8-9. As the effectiveness of community coalitions is proven, the movement to bring together people at the community level through coalitions continues to grow. Communities across Wisconsin and the nation are showing that much can change when people work together. ◀

Coming Together for a Purpose – The Essence of Coalitions

By **Kira Henschel, MS**

Co – two simple letters that carry amazing weight. Think of co-operation (to operate together), co-laboration (to work together), and co-alesce - to grow together, fuse or unite. The very essence of coalitions is exactly that—to grow and flow together in an alliance toward a common goal.

Some people are born coalition-builders, able to bring people from various walks of life and backgrounds to work together for longer or shorter periods of time. Coalitions form because their members want to be there, usually to support a specific cause or event. Most members are volunteers, giving their time, expertise and passion.

I have been involved with many successful coalitions. One of my first coalitions was to promote international communications and brought together people from 32 countries speaking 60 languages in Austria in 1984. My personal favorite alliance was the Milwaukee Earth Day 1996 Coalition, formed of environmentalists, social rights activists, Native Americans, homeless veterans involved in community service, musicians, artists, vendors, and numerous speakers, for a three-day extravaganza on Lake Michigan.

Of greatest significance to me is the Mining Impact Coalition of

Wisconsin (MIC), which originally connected myriad groups throughout Wisconsin to educate the public about the environmental, social and economic impacts of sulfide mining. Under the auspices of MIC, I also founded Kids for Clean Water, a multicultural, multigenerational environmental awareness group intended to go beyond externalities and focus on clean water, clean air and cooperation. Most recently, I “flowed” into the broad-based tobacco control coalition efforts in Wisconsin.

Common to all coalitions are these points, to a greater or lesser extent:

- Early guidelines for interaction, such as respect and listening, were established
- Each member of the coalition had an equal voice
- Leadership was shared, but one or several took responsibility for ensuring that tasks were achieved
- The reason for the coalition's existence was known by all involved
- Efforts, almost all voluntary, were acknowledged and rewarded
- Members took personal responsibility for executing their roles / assignments
- Victories were celebrated by all
- Wonderful friendships were formed



- Learning experiences were gained galore
- Activists who often felt alone gained support and acknowledgement

Whether you are affiliated with an organization, or “merely” one person, you can follow your passions while making a difference – get involved in something bigger than yourself and *grow with the flow!* ◀

Kira Henschel, president of Clarity Consultants in Madison, offers workshops in coalition building and capacity development.



Working THE WEB

By Nancy Kendall, Prevention Resource Center Librarian

Working cooperatively within our communities gives us additional means for strengthening our youth and the communities surrounding and supporting them. Community coalitions and collaborations are successfully changing the ways in which we deal with the problems that face us every day. Bringing partners together to make decisions and implement programs helps to provide healthier and more productive outcomes. With this in mind, we looked online to find some of the more useful sites and the tools they offer to assist and encourage communities to build and support collaborations of all kinds. Below are some of those sources, and we hope you will visit them and utilize the resources they make available. If you have questions about these sites, or need additional information or assistance, please call us at (800) 248-9244; or send email to wchpr@www.uhs.wisc.edu

We continue to invite your comments and suggestions for Web sites or resources that should be brought to everyone's attention and may be included in future columns.

- ***Help Your Community.org***

[<http://www.helpyourcommunity.org/>]

This web site, supported by the Office of National Drug Control Policy (ONDCP) and the Ad Council, offers basic information on what community coalitions are, the types of problems coalitions address, and the kinds of groups that might be involved in community coalitions. You can also read "success stories" from groups around the country that have been active in addressing their own community's challenges. Or if you have your own community coalition success story, there is an easy-to-use form for submitting your story. The site offers suggestions on how to get involved in a coalition, how to get started (including "Seven Steps to Coalition Lift Off"), things to do to improve your existing coalition, and ways you can help if you're not already involved. Also available is an excellent listing of

links to other web sites – government sites supporting coalition work and private organizations or coalition-sponsoring sites that might be of help. Finally, Help Your Community.org provides an easy search mechanism for identifying a coalition near you, searching for programs within 50 miles of your zip code. This is a great tool, but is limited to only those programs that have been identified and included in the database developed and maintained by this site. So while it may be difficult to find programs immediately through this search option, as the site grows and programs are added, this will be an excellent way to make some initial contacts with local coalition efforts.

- ***Drug Free Communities Support Program***

[<http://www.ojjdp.ncjrs.org/dfcs/>]

The Drug-Free Communities Support Program is a program sponsored by the ONDCP and the Office of Juvenile Justice and Delinquency Prevention (OJJDP). It was designed to help strengthen community-based coalitions working to reduce youth substance abuse. This web site provides information on the various funded programs around the country, plus all you need to know about applying for a program grant. Future program announcements and details are announced on this site when they become available. The site also provides links to a variety of useful resources and information on other funding sources that may be helpful. One excellent feature of this site is the listing, by state, of current and previous grantees, including links to additional program details and contact information.

- ***America's Promise - The Alliance for Youth***

[<http://www.americaspromise.org/>]

This excellent site continues to build on the original mission of America's Promise, to bring together people from throughout communities, or on a state or national level, to strengthen the character and competence of youth. As a part of this mission,

America's Promise has worked with "Communities of Promise" and these communities have formed grassroots coalitions "among the public, private and not-for-profit sectors to generate more resources for young people who need them." In particular, check out the "Get Involved" section of this site for ideas and resources, including the "Community of Promise Toolkit."

- **CADCA: Community Anti-Drug Coalitions of America**

[<http://www.cadca.org/>]

CADCA's Coalition Toolkit is an important resource for anyone interested in or involved in a coalition working toward building a safe, healthy, and drug-free community. Included in the toolkit are resources and information to assist with funding, media how-to, public policy issues and tools (including CADCA's "Congressional Toolkit"), research information and resources, and training opportunities and services. In addition, there are plenty of links to other sources and information that will be useful through the "Top Links" section.

- **The Community Toolbox**

[<http://ctb.ukans.edu/>]

This web site, sponsored by the University of Kansas, provides another set of excellent tools for community building, and includes great sections on funding, strategic planning, evaluation, and more. More than 200 sections of practical and detailed tools are available, and through the "Community Work Station" you can work on individual steps for getting a community initiative off the ground and functioning. In addition, the Toolbox offers a "Troubleshooting Guide" that will address many of the common problems you may encounter as you begin to work collaboratively toward changing your community, and it provides opportunities for communicating with others working on community building through forums and chat rooms.

OTHER SITES TO VISIT FOR COALITION/ COLLABORATION INFORMATION:

- **AHEC/Community Partners, Inc.**

[<http://www.ahecpartners.org/>]

- **"Building Coalitions" fact sheets from Ohio State University**

[<http://ohioline.osu.edu/lines/kids.html#COALI>]

- **Collaboration and Coalition Building**

(a PowerPoint presentation of a Community Readiness Training Session for the state of Connecticut's Governor's Prevention Initiative for Youth held at Central Connecticut State University on July 29, 1999)
[<http://www.dmhas.state.ct.us/sig/smith/default.htm>]

- **CYFERnet (Children, Youth And Families Education and Research Network)—Community Section**

[http://twosocks.ces.ncsu.edu/cyfdb/browse_2.php?search=Community
or <http://www.cyfernet.org>]

- **The Good Neighbor's Guide to Community Networking**

[<http://lone-eagles.com/cnguide.htm>]

- **Join Together Online**

[<http://www.jointogether.org/home/>]

- **National Civic League – Community Services**

[<http://www.ncl.org/cs/index.html>]

- **National Coalition Building Institute**

[<http://www.ncbi.org/>]

- **The National Network for Collaboration**

[<http://crs.uvm.edu/ncco/>] 

PROMISING
PRACTICES

By Katherine J. Kocs, MSW
Wisconsin Clearinghouse Senior Research/Communications Specialist



BEST PRACTICES OF SUCCESSFUL COALITIONS

The Center for Substance Abuse Prevention (CSAP) is a division of the U.S. Department of Health and Human Services Substance Abuse and Mental Health Services Administration. In 1992, CSAP produced educational programs on community partnership development based on two decades of research and demonstrations in the fields of prevention and training. The information gathered by CSAP constitutes best practices in the areas of coalition building and maintenance and was shared by the Wisconsin Clearinghouse at two two-day Coalition Institutes held this past summer. This article contains some information from these institutes regarding two of the best practices of successful coalitions.

Successful coalitions share many characteristics and practices. These characteristics and strategies are considered Best Practices by the Center for Substance Abuse Prevention (CSAP).

Community Inclusiveness

Community inclusiveness is one best practice of successful coalitions. Community inclusiveness is a value of breadth and depth of participation. One basic tool CSAP has developed for helping communities to look at community inclusiveness is the “Community Wheel.”

A “Community Wheel” represents members of a community. Each sector of the community wheel represents a sector of a community. By looking at the community wheel, coalitions may see areas of potential

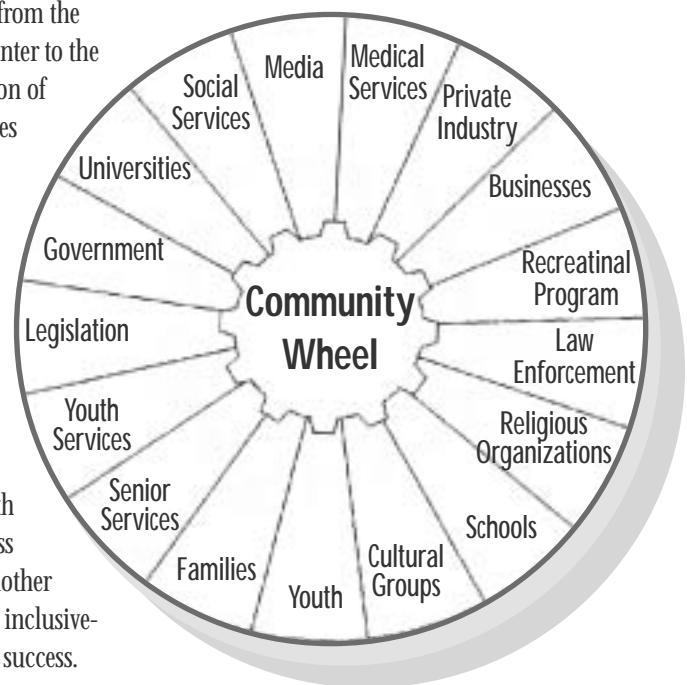
community participation that have not been accessed or utilized. Successful coalitions reach out to all members of the community for participation and representation. The breadth of participation across the community is one measure of coalition inclusiveness. Many coalitions strive to gain breadth in their membership, however, depth is just as important in adding perspective to their work.

Within each sector of the community wheel, there is also the potential for additional depth of community participation in a prevention coalition. For example, the sector of “law enforcement” might initially be represented by the membership of a juvenile officer from the local police department. Depth can be added to the law enforcement sector by including the sheriff’s department, a juvenile judge, and even representatives from the juvenile detention center to the coalition. The addition of members from entities within a sector adds perspectives to issues the coalition may be addressing that would otherwise be missing. Depth allows for systems changes that breadth alone does not. The level of depth of participation across the community is another measure of coalition inclusiveness often leading to success.

Coordination and Collaboration

The resources, skills, information, and abilities that these individuals bring from their various backgrounds and agencies enrich the coalition and one another. This enrichment within and among the sectors of the community wheel can be thought of as networking. A coalition is successful when higher levels of networking are achieved among members. A high level of networking among coalition members is a best practice of successful coalitions.

Networking defines the relationships that coalition members have with one another. There are four levels of networking, the “Four C’s” of Communication, Cooperation, Coordination, and Collaboration. An understanding of the importance of the “Four C’s” is critical for coalitions.




THE FOUR LEVELS OF NETWORKING

1. Communication: "Let's talk"
2. Cooperation: "Let's stay in touch"
3. Coordination: "Let's plan and support"
4. Collaboration: "Let's create something new together"

Very often agencies that hope to collaborate find themselves simply talking to one another, or staying in limited contact with one another. On occasion, some agencies or groups may plan or support one another in an activity or two.

True collaboration demands that agencies, groups or members actually engage with one another on a level that results in the creation of something new from the combined

perspectives, resources, skills and talents of members. Coordination and collaboration are evident in shared resources among agencies, organizational structures supportive of one another, public displays of support for one another, and a history of combined activities within a community. The coordination of coalition members aids them in meeting the needs

of the community. The collaboration of coalition members results in system changes that address problems, enhance assets, or benefit the community in new ways. The willingness and ability to collaborate among and within community sectors in an organized manner fuels successful coalitions. Coordination and collaboration are "Best Practices" that comprise the hallmarks of successful coalitions. 

Governor Announces Intent to Award Funds for Youth ATOD Prevention

Governor McCallum announced his intention to award contracts to 17 community coalitions for the federal State Incentive Grant (SIG) funds recently awarded to Wisconsin by the U.S. Department of Health and Human Services (DHHS).


Local grant recipients are expected to use the funds to fill gaps in substance abuse prevention services targeting youth aged 12 to 17. The recipient coalitions will participate in a six-month planning phase and if successful, will transition to the implementation phase of the cooperative agreement.

"Implementing prevention programs that have been proven effective will provide Wisconsin with the opportunity to enhance our efforts and assure a brighter future for Wisconsin's youth," stated Governor McCallum. "With this funding these communities will look critically at their current spending for substance abuse prevention to make sure they are using it on approaches that work."

The following local community coalitions were selected to receive letters of intent to award:

- Arbor Place - Menominee
- Bad River Family Preservation - Odanah
- CESA #5 - Portage
- Community Advocates - Milwaukee
- Dane County Department of Human Services - Madison

- Council on Alcohol and Other Drug Abuse of Washington County - West Bend
- Dodge-Jefferson Healthier Community Partnership - Watertown
- Eau Claire City-County Health Department - Eau Claire
- Family Resource Centers of Sheboygan County - Sheboygan
- Great Lakes Inter-Tribal Council - Lac du Flambeau
- Hope Haven-Rebos United, Inc. - Madison
- Kenosha County Department of Human Services - Kenosha
- Menominee Indian Tribe of Wisconsin - Keshena
- Opportunities, Inc. - Jefferson
- Prairie du Chien Area School District - Prairie du Chien
- Racine County Human Services Department - Racine
- Rock County Human Services Department - Janesville

The State Incentive Grant award is a three-year, \$9 million cooperative agreement between the Center for Substance Abuse Prevention (CSAP) and the Office of the Governor. The federal agreement is designed to assist states in developing models to coordinate, leverage and redirect substance abuse prevention funds and other resources to support local science-based substance abuse prevention efforts. 

Launching Wisconsin's State Incentive Grant

After almost a year of planning and preparation, the Wisconsin Department of Health and Family Services, Division of Community and Family Services (DCFS), has selected the local entities which will participate in an innovative program – the State Incentive Grant (SIG). In September of 2001, Governor Scott McCallum announced that Wisconsin had been selected to receive a SIG award to prevent and reduce substance abuse. The U.S. Department of Health and Human Services (DHHS) awarded Wisconsin approximately \$3 million per year for three years.

Much preparation needed to be done before selecting local grant recipients and distributing funding. Central to the SIG is the belief that in order to truly impact and improve the way that local, state and federal funds for ATOD Prevention are spent, all those involved in the funding and implementation of prevention programming need to be engaged in the process. One of the main purposes of the SIG is to look at how all state, county, school and local funds for ATOD prevention are spent and how to better coordinate and redirect existing funding for more effective, science-based programming.

This past winter, Governor McCallum completed one of the key steps that needed to be taken at the state level—the appointment of the State Incentive Grant Advisory Committee. Along with oversight of the grant award, the SIG Advisory Committee will also inform the Governor about best practices to reduce youth substance abuse and develop recommendations to maximize state-administered substance abuse prevention funds.

The SIG Advisory Committee will look at and provide advice on real solutions for working in Wisconsin communities to address youth substance abuse.

The Governor designated the State Council on Alcohol and Other Drug Abuse (SCAODA) as the oversight body of the SIG Advisory Committee. Susan N. Dreyfus, Administrator of the Division of Children and Family Services serves as the Chair for the SIG Advisory Committee. The SIG program outlines three goals:

- Identify and review the use of substance abuse prevention funding in order to develop and implement a sound strategy to coordinate, leverage, and redirect funding streams;

- Develop a comprehensive and long-range plan to enhance and improve prevention service delivery by ensuring prevention resources fill identified statewide gaps with science-based strategies and programs; and
- In conjunction with the Department of Health & Human Services, Center for Substance Abuse Prevention, establish performance targets to measure the State's progress based on measures included in the National Household Survey on Alcohol and Drug Abuse.

The SIG Advisory Committee has three primary functions:

- Set the criteria and guide the mechanism for awarding sub-recipient grants during Year 1, based on the application guidelines;
- Develop short-term (1 to 3 years) and the long-term (4 to 10 years) goals for improving and institutionalizing an effective statewide prevention service delivery system; and
- Develop and support a comprehensive state prevention plan that recommends how prevention funds can be systematically disseminated to support the

most effective, science-based prevention programs within the state.

To address these objectives the Advisory Committee will:

- Create a shared vision for reducing ATOD use and abuse among 12-17 year-old youth in Wisconsin.
- Create a statewide prevention strategy.
- Maximize all available ATOD prevention resources.
- Remove state barriers to enhance the delivery of effective local services.
- Develop shared responsibility among state and local governmental units.
- Define government's role as a leader, resource and partner.

Plans include the distribution of \$2,550,000 annually in SIG dollars to approximately 17 counties and Tribes, depending on their scores in the Request for Proposals (RFP) process for local grants. Thirty-four interested county-wide and Tribal consortiums applied for funding in 5 different categories based on counties' youth population. Due to the population size and more severe ATOD problems in Milwaukee County, Community Advocates, Inc., a service provider capable of administrating the grant to the whole county has been funded. All applications were considered based



on willingness to change the way prevention services are provided. In particular:

- A commitment to implement science-based programs and strategies;
- A commitment to redirect prevention funds to fill gaps and reduce service duplication. Consortiums also agree to fund necessary outcome and process evaluations of the SIG-funded programs; and
- Due to Wisconsin's high rates of binge drinking, the second highest in the country (NHSDA 1999), and high binge rates among its 12-17 year old youth (14.7%, 7th in the nation), grant applications that addressed the causes of binge drinking were awarded additional points.

Science-based prevention will play an important role in programming for consortiums awarded funding. Primary responsibility for

technical and evaluation assistance will be provided by the Pacific Institute for Research and Evaluation. General technical assistance, information dissemination and arranging of model program trainings will be provided by the Wisconsin Clearinghouse. The Wisconsin Clearinghouse will also help to duplicate SIG strategies and efforts among non-funded consortiums statewide.

For more information on the State Incentive Grant program, contact Susan Latton, SIG Project Coordinator, at 608-266-0579. ◀



4-H National Conversation on Youth

To mark their 100th anniversary, the 4-H youth development program engaged over 50,000 people nationwide in a conversation about positive youth development. Conversations were held at the local, state and national level, focusing on how to develop a positive future for youth in our communities. On February 28th and March 1, 2002, more than 1,200 youth and adults, representing over 600 organizations, gathered in Washington, DC, for the "National Conversation." Participants developed specific national strategies and action steps based on the finding of the Local and State Conversations.

Participants in the program identified 21 priority strategies in five major categories for enhancing a more positive youth development agenda in America. The five categories are: Enhancing the Power of Youth, Enhancing Access, Equity and Opportunity, Creating Extraordinary Places to Live and Learn, Bringing Exceptional People and Innovative Practices to Youth Development, and Creating Effective Organizations for Positive Youth Development. To see the specific strategies and action steps, or for more information on the National Conversation, contact the National 4-H Council at 301-961-2800.

Volunteer Award Winners Announced

Winners of the Wisconsin First Lady's 2002 Outstanding Volunteer of the Year Award were honored at the Alliance for Wisconsin Youth Annual Conference at a special banquet on October 28th at the Kalahari Resort in Wisconsin Dells. Four adult awards and two youth awards were given. Awardees in the adult category are as follows: Judy Crain, Green Bay, who has volunteered for over 20 years with a variety of organizations, including the Green Bay Area Board of Education, United Way of Brown County, and the Wisconsin Council on Children and Families. Mary Grimm, of Muscoda, has committed herself to improving the lives of youth in her community through her volunteer work with Youth Leadership Days, the Muscoda School District, and the Prime for Life program. Barb and Al Rolland of Eau Claire are considered tremendous role models for their community, dedicated to educating youth through volunteering for the Boys and Girls Club, the New Beginnings Program, and the Multi-Agency Response Team for Youth. Chris Serio, of Rice Lake, has volunteered with Kinship as a mentor, the local Boys and Girls Club, and Rotaract Club, all to help provide positive opportunities for children who would otherwise not have them. In the Youth category,

the two awardees are Shakeda Scott of Milwaukee, who has volunteered with the Boys and Girls Club, speaks to youth at the Community Health Education Center about youth-related health issues, and also volunteers with her church and in her neighborhood. Katie Peters, from Green Bay, is a freshman at UW-Eau Claire. She has dedicated herself to improving the lives of other youth through her volunteer work with the Brown County Youth Services Board, the Bay Port High Youth Service Learning Day, and through her involvement in leadership roles with the Brown County Leadership Council, the Wisconsin Statewide Youth Leadership Council, and on the national level, as a member of America's Promise Youth Partnership Team and Advisory Council.

The awards are sponsored by the office of the First Lady of Wisconsin and the Alliance for Wisconsin Youth.

FAST Receives Government "Seal of Approval"

Families and Schools Together (FAST) is a prevention program developed by Dr. Lynn McDonald in 1988, in Madison, Wisconsin. FAST works with families in groups through unique collaborations among schools and communities, and utilizing a families-helping-families approach. FAST starts by



creating culturally representative teams based on a collaboration between parents and professionals from the local school and two community based agencies. The team is then trained to do outreach to stressed, isolated, and often low-income families to invite them to attend a multi-family group meeting. Of the families who attend one FAST session, 80% continue to attend, and then graduate from the 8-10 weekly sessions.

The sessions focus on building relationships within the family (with the parent being in charge of her/his children), across families (with parents from the same school getting to know other parents of their child's classmates), and with school and community personnel. There are no didactics; instead there are repeated personal positive interactive activities, which are coached by the team members as behavioral rehearsals of positive family systemic micro-sequences. People have fun. There is a meal and family communication games at a family table, time with peer groups to get familiar and connected, one to one quality time between a parent and a child, and finally a closing circle. After graduation, FAST families meet on a monthly basis, and develop their own leadership structure to maintain ongoing informal and formal social support networks which began at FAST.

FAST applies family stress theory, family systems theory, social bonding

theory, and community development theory into an accessible format at the grassroots community level.

Each activity has a research study justifying why and how to do it to maximize its impact on the relationship building process. Participation in the activity based multi-family group sessions results in predictable outcomes: people get to know one another and become friends with other families raising children the same age in the same community; families become more cohesive and communicative and have less stress and less conflict; and children perform better at home and at school (with improved attention span, reduced conduct disorder, and reduced anxiety). All of these results are predictable outcomes, if the team has been trained and then implements the core components of the process as specified.

Susan Latton Joins SIG Project

Susan Latton has joined the staff of the State Incentive Grant Project as the SIG Project Coordinator. Prior to joining the State Incentive Grant

Project, Latton directed national and statewide community engagement activities at public television stations. She was the National Site Coordinator for "Safe Night USA", a two-year violence and drug prevention program for youth, funded by the Robert Wood Johnson Foundation. This project culminated in a national television program broadcast live by PBS and BET (Black Entertainment Television), linking 1,000 Safe Night sites in 49 states. Latton accepted a PRISM Award from the National Institute on Drug Abuse and the Entertainment Industries Council for "Safe Night USA" in 2001.

From 1989-1998, Latton's work as a health educator was funded by National Cancer Institute (NCI) grants aimed at reducing chronic disease through increased screening and preventive services. Housed in the Chronic Disease Section of the state Health Department, Latton developed health education efforts around cancer control issues. Latton has published research reports in state and national publications and has extensive experience developing multi-media health education materials for health professionals, adults and youth.

APPROVED



P.O. Box 1468 Madison, WI 53701-1468 (608) 262-9157 (800) 248-9244

• **Prevention Outlook** is a publication of the Wisconsin Clearinghouse for Prevention Resources, 1552 University Avenue, Madison, WI 53726. Support is provided by the Bureau of Substance Abuse Services, Wisconsin Department of Health and Family Services. Opinions expressed in *Prevention Outlook* do not necessarily represent the position of the University of Wisconsin System or the Wisconsin Department of Health and Family Services.

• **Staff** Kathryn Wolf, Director and Editor
 Gabrielle Ratte Smith, Contributing Writer
 Mary Rekowski, Design
 Nancy Kendall, Circulation

• **Subscriptions are free to Wisconsin residents.** To subscribe, send your name, organization (if any), address including 9-digit zip code and phone to Prevention Outlook, Wisconsin Clearinghouse for Prevention Resource, 1552 University Avenue, Madison, WI 53726 or phone 800-248-9244.

• © 2002. Board of Regents of the University of Wisconsin System. All rights reserved. You may duplicate this publication freely for non-commercial distribution. Permission to reproduce any content from this publication in any other form must be approved in writing by the publisher prior to commencement.

• **Contact Wisconsin Clearinghouse at our Web Site:**

• <http://www.uhs.wisc.edu/wch/>

• This site contains useful information and prevention resources, including a page on pending Wisconsin legislation on alcohol and other drug abuse.



NON-PROFIT ORG.
 U.S. POSTAGE
PAID
 MADISON, WI
 PERMIT NO. 658