

STRATEGIC
PREVENTION
FRAMEWORK

STATE INCENTIVE
GRANT



Report
Card

2009

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About the Report Card

As Texans from across the state work to create healthier and safer communities in which families live and grow, one key factor in reaching these goals is collaboration among community members to improve the effectiveness of prevention services in the areas of alcohol, tobacco, and other drug use. Utilizing and replicating the Strategic Prevention Framework process throughout the state is a valuable tool for communities to use in this effort. Anyone interested in understanding the full cycle of the Strategic Prevention Framework should consult *The Strategic Prevention Framework State Incentive Grant (SPF SIG) Report Card 2008* for detailed explanations of all of the SPF phases including assessment, capacity, planning, implementation, and evaluation.

This *SPF SIG Report Card 2009* focuses on the Implementation and Evaluation phases of the framework. The report will help to document the process and provide individuals, communities and leaders examples of successful implementation of the Strategic Prevention Framework (SPF). The Report Card will also demonstrate the power of using this tool to bring about community change, while highlighting local coalition stories from these two steps of the SPF so the reader can experience “hands-on” examples of the process in action.

Texans Standing Tall (TST) was commissioned by Behavioral Assessment Inc. (BAI) to produce this Report Card on the Strategic Prevention Framework process in Texas. BAI serves as the statewide evaluator for the Department of State Health Services (DSHS) Strategic Prevention Framework process.

TST, the statewide coalition making alcohol, tobacco, and other drugs irrelevant in the lives of youth through safer and healthier communities, produces an annual *Report Card on Youth Substance Abuse Issues: Research and Legislation* and is active in the Texas Department of State Health Services Strategic Prevention Framework process, working with both DSHS and the locally funded SPF SIG coalitions.



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Introduction

The State of Texas was in the first cohort of states participating in the highly effective Strategic Prevention Framework State Incentive Grant (SPF SIG) initiative. This initiative offers an opportunity to strengthen and support both statewide efforts and local community efforts to create an effective prevention system around the use and abuse of alcohol, tobacco, and other drugs primarily among adolescents and young adults.

Currently the Center for Substance Abuse Prevention (CSAP), the managing agency, has 37 SPF SIGs in place with more than 600 sub-recipients. Approximately 80 percent of these sub-recipients are implementing science-based substance abuse prevention programs. Texas, awarded funding in October 2004, has served as a leader in the SPF process.



As one of the Substance Abuse Mental Health Services Administration's (SAMHSA) prevention efforts, the SPF SIG grants, in particular, provide funding to implement SAMHSA's Strategic Prevention Framework at the State/Tribal and community levels in order to:

1. prevent the onset and reduce the progression of substance abuse, including childhood and underage drinking;
2. reduce substance abuse-related problems in communities; and,
3. build prevention capacity and infrastructure.

The SPF is built on the principle that communities must understand the nature, extent and scope of their local substance abuse problem, identify the causes and solutions, and take action. Indeed, the best solutions to substance abuse problems often come from local communities because local people are best equipped to solve local problems. The SPF is based on five essential components that guide the planning and implementation of prevention services. In addition to the five steps of the SPF, sustainability and cultural competence permeate the process and ensure that all prevention efforts are relevant and have an ongoing impact. (Excerpt from *Reducing Substance Abuse in America: Building the Nation's Demand Reduction Infrastructure*, SAMHSA).



Overview of the Process

The SPF takes a public health model approach to prevent substance abuse-related problems. This means that in the same way that diseases are identified and prevented, the substance use prevention problems are identified and addressed. The focus shifts from community or individual beliefs about the problem to data-driven identification of the problem.

Thus, the SPF process uses community level (also known as environmental), evidence-based prevention strategies. These strategies are selected based on the causal factors or environmental characteristics.

Relevant community data is what drives the entire process. Obtaining accurate data makes it possible to “tell the story” of the community prevention problem and the community’s success in solving the problem. With data, a community is then able to:

- > identify problems and set priorities,
- > assess and mobilize capacity for using the data,
- > make informed prevention planning and funding decisions,
- > help guide the selection of the strategies needed to address the problems and solutions, and
- > monitor key milestones and outcomes and adjust plans as needed.

The Strategic Prevention Framework is a process of five steps. These steps are both sequential and integrated. They work like a pinwheel that moves with the wind; all the steps should blend to create the whole. Like a pinwheel, if a piece or step is missing or disjointed, the system will not move effectively. Each step, or phase, is distinct yet overlapping. Throughout the process, sustainability and cultural competency are infused in each of the steps. These aspects are essential to the success of the whole. As community needs are met or changed, the steps are reworked to accommodate the fluid life of a community. These steps, or phases, are used sequentially to begin the process and become fluid to adapt to the successes, challenges, and barriers.

The Five Steps of the Strategic Prevention Framework

1) Assessment. Assess local, state and national epidemiological data to determine the most critical problem based on the capacity to address the problem and then determine prevention needs to sustain the solution once achieved.

2) Capacity Building. Coalitions and communities identify human, financial and cultural resources from which comprise their capacity to build a prevention plan that is targeted to the assessment in step one.



Overview of the Process

- 3) Strategic Planning.** Coalitions develop short term and long term goal-oriented planning, often using a logic model approach, to assure that implementation of the desired prevention plan is realistic. Evidence-based best practices are identified as part of the strategic planning process.
- 4) Implementation.** The point at which the strategic plan is put into action. In the implementation phase effective community prevention programs, policies, and practices test capacity viability.
- 5) Evaluation.** Evaluation is the stated plan that identifies desired outcomes. As outcomes are attained, these results inform the other steps making the process fluid.

Together, the steps or phases of the strategic prevention framework are a key aspect in working to develop an integrated prevention system. The SPF addresses the entire lifespan of the population by working on capacity and infrastructure for prevention programs that can be sustained over a long period of time. It focuses on a “systematic process,” not just on funding. It is a dynamic process that requires communities and coalitions to ask questions and evaluate information along the way for better decision-making. A data-driven SPF has the ability to recognize that prevention is an evolving process. The Report Cards developed by Texans Standing Tall serve to educate and report on the lifespan of the process.



Strategic Prevention Framework State Incentive Grant Overview

The following summary describes the process by which Texas received funds for the SPF-SIG project. A complete description of the data-driven decision making process is detailed in the *Strategic Prevention Framework State Incentive Grant Report Card 2008 (SPF SIG Report Card 2008)*.

The Texas Commission on Alcohol and Drug Abuse, now a division of the Texas Department of State Health Services (DSHS), through the Office of the Governor, submitted an application for funding in July 2004, to the Center for Substance Abuse Prevention (CASAP) of the Substance Abuse and Mental Health Services Administration (SAMHSA) under the Strategic Prevention Framework State Incentive Grant (SPF SIG) program. Funding eligibility was limited to the Office of the Governor in states that received a Substance Abuse Prevention and Treatment Block Grant and that participated in the previous

State Incentive Grant (SIG) program. In October 2004, CSAP awarded a total of \$2,350,965 to 19 Governor Offices to fund 21 SPF SIG five-year continuation grants. Texas received one of these awards with the Community Mental Health and Substance Abuse Division of DSHS designated to implement the grant.



With the DSHS serving as the lead agency, Texas State Incentive Program Strategic Prevention Framework Process (TSIP SPF) process provides input to strengthen the prevention infrastructure for development and coordination of a statewide strategy to prevent substance abuse and related problem behaviors in the state. The TSIP SPF is built on the infrastructure of the Drug

Demand Reduction Advisory Committee (DDRAC) and utilizes the SPF to meet the following goals:

- 1) Prevent the onset and reduce the progression of substance abuse, including underage drinking;
- 2) Reduce substance abuse-related problems in communities;
- 3) Build prevention capacity and infrastructure at the state and community levels. The TSIP SPF promotes systems change, led by the State but driven by local communities. The TSIP SPF maintains a TSIP Advisory Committee whose members are appointed by the Governor, a Texas Epidemiological Workgroup (TEW), and a statewide evaluator of the process. In seven strategically selected counties, the program funds ten SPF SIG coalitions around the state that are implementing the strategic prevention framework process.



Profiling the Problem and Identifying Readiness to Respond

The Report Card focuses on the State's implementation of the SPF

process, providing an overview of the process by which Texas made data-driven decision to solve an identify substance abuse problem and related consequences. For a detailed narrative of this process please see the *SPF SIG Report Card 2008*.

The Texas Epidemiological Workgroup (TEW) was formed to assess the nature of the State's substance abuse problem. The TEW identified and informed the Texas State Incentive Program (TSIP) Advisory Committee about the data available on consumption levels of alcohol, tobacco, and other drugs and related consequences as well as to identified areas of the state with higher severity levels of consumption rates and related consequences. The TEW collected data on usage patterns of all age groups, genders, and ethnicities based on the following agents: alcohol, tobacco, marijuana, inhalants, cocaine/crack, and illicit drugs other than marijuana.

The TEW was headed by Department of State Health Services (DSHS) staff Dr. Liang Liu and Dr. Martin Arocena and the members included: Behavioral Assessment, Inc., as independent evaluators; the Health and Human Services Commission; Texas Department of Public Safety; Texas Department of Family Protective Services; the Governor's Office; Texas Department of Transportation; Texas Education Agency; National Highway Traffic Safety Administration; Center for Health Statistics; State Initiative for Higher Education; statewide coalition Texans Standing Tall; Pacific Institute for Research and Evaluation; and the Texas Alcoholic Beverage Commission.

The TEW considered data sources and indicators in the areas of substance abuse, mental health, health, education, work, criminal involvement, child abuse, and neglect among others. They collected the data on consumption patterns and prevalence of substance use and on consequences related to substance use by youth and adults, including alcohol-related motor vehicle fatalities; crime; mortality rates related to alcohol, drugs, and tobacco; and prevalence of substance abuse dependence and abuse. Alcohol emerged as the most pervasive substance in overall use as well as having a high rate of associated harmful consequences.

Texas Epidemiological Profile

Priority Substance Use Consumption Pattern Identified

Analysis of the data revealed that in Texas, alcohol is used more than any other substance regardless of age, gender, race, or ethnicity. Consumption and consequence data indicated that the population most at risk in Texas is the segment of the population between 12 and 25 years old. Twenty-six percent of Texans age 12-17 and forty percent age 18-25 report binge drinking—five or more drinks in one sitting—in the past month.

Priority Substance Use Consequence Identified

In the TEW needs assessment, alcohol-related motor vehicle fatalities emerged as the priority consequence for targeted prevention efforts across the state. Seven counties emerged as the most at risk: Harris, Dallas, Bexar, Tarrant, Hidalgo, Travis, and El Paso. These counties also had the most violent and property crime. In these seven counties, the segment of the population 12-29 years old had a higher



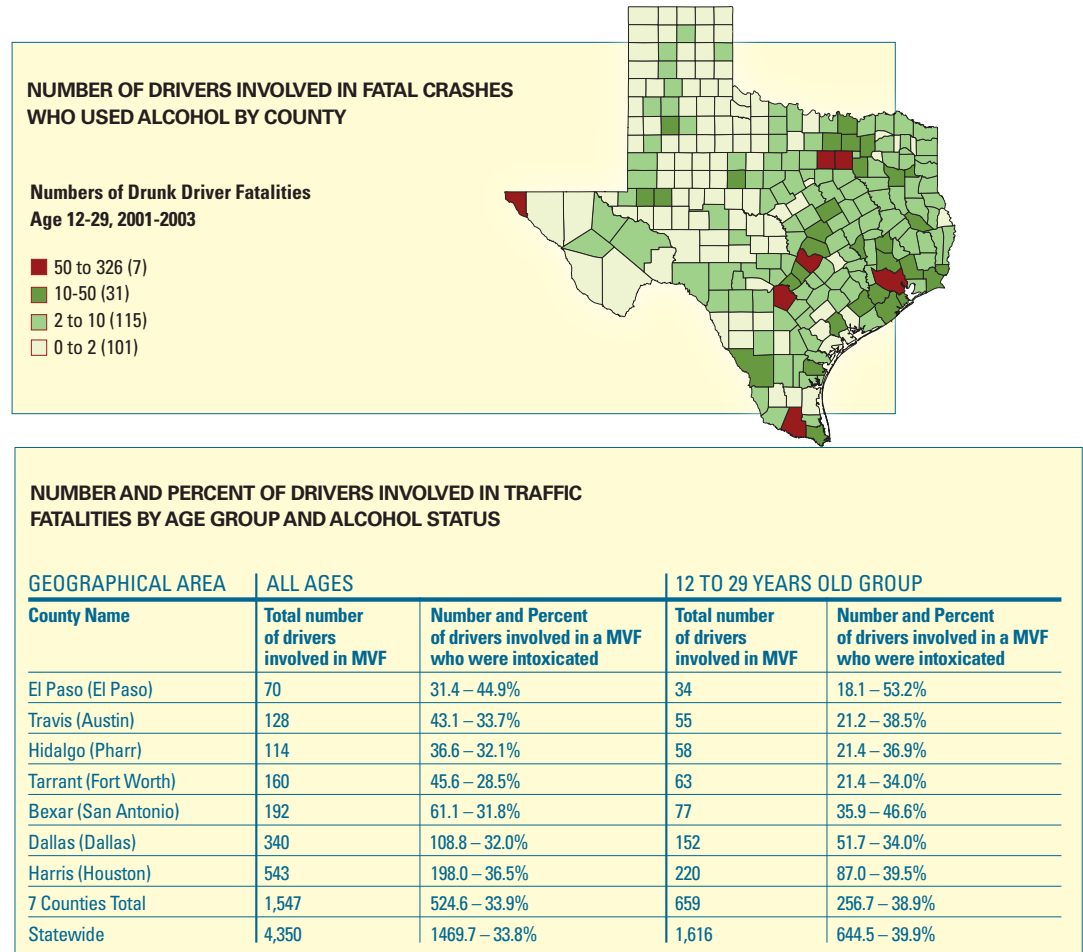
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Profiling the Problem and Identifying Readiness to Respond

number of intoxicated drivers involved in a motor vehicle fatality (MVF) among other high numbers of intoxicated driver rates. This seven-county area represents:

- 50% of the total state population,
- 36% of the total drivers involved in MVF for all ages,
- 35.6% of the total drivers in MVF were alcohol-involved for all ages,
- 40.7% of the total drivers in MVF in the 12-29 age group, and
- 39.8% of the intoxicated drivers in the 12-29 age group.

The following map and table reflect the data discussed for inclusion in the State of Texas Strategic Plan. Prior to the allocation of funds to local communities, the State of Texas was required to develop the framework on a statewide level to assure maximum use of funds. This process led to the identification of the chosen counties and coalitions.



Identifying Capacity and Strategic Planning

The sheer size of Texas creates gaps and barriers to effectively providing comprehensive prevention services statewide. This challenge is reflected in the Strategic Prevention Framework State Incentive Grant Texas Strategic Plan developed as a part of the State SPF process. The TEW needs assessment also determined that coalitions were highly mobilized and ready for focused action, and a number of these coalitions were in locations at high risk for traffic fatalities and binge drinking. Given the information gleaned from the needs assessment, limited resources, and the short timeframe for funding, a severity model approach was adopted for distributing the funding.

The severity approach dedicates resources at hand to the areas where the most severe conditions are found. The severe condition must be a social problem of interest (e.g., preventable death of members of the community) that is reliably measured, that will continue to be measured for the foreseeable future, and that is amenable to change through effective interventions. Based on the severity model, seven counties with the most severe problem of alcohol-related traffic fatalities were identified and DSHS issued a Request for Proposals for funding. For a more detailed description of the severity model and how it has been utilized for this SPF SIG process, please see the *SPF SIG Report Card 2008*.

Ten coalitions in these seven priority counties with experience in community-based (environmental) prevention strategies were awarded funding in July 2006 to go through the Strategic Prevention Framework process and implement evidence-based environmental (community-level) prevention strategies. These coalitions, identified in the chart below, have focused their strategies on solving the state-level problem identified as it presented itself in their communities. The goal is to reduce underage alcohol use, binge drinking, and traffic fatality rates by concentrating evidence-based prevention efforts on these priority counties with the greatest evidence of the problem.

STRATEGIC PREVENTION FRAMEWORK STATE INCENTIVE GRANT FUNDED COALITIONS			
COUNTY	COALITION	FISCAL AGENT	LOCATION
Dallas	ALoud-Alliance On Underage Drinking	Greater Dallas Council on Alcohol and Drug Abuse	Dallas
Dallas	IMPACT Grand Prairie	Drug Prevention Resources	Grand Prairie
Tarrant	Community Partners for Alcohol Safety and Awareness	Tarrant County Challenge	Fort Worth
Harris	Bay Area Alliance for Youth and Families	Clear Creek ISD	Houston
Harris	Coalition of Behavioral Health Services North	Phoenix House	Houston
Harris	Southeast Harris Community Coalition	Bay Area Council on Drugs and Alcohol	Houston
Travis	Travis County Alliance for a Safer Community	Austin Community Foundation	Austin
Bexar	Circles of San Antonio Community Coalition	San Antonio Council on Alcohol and Drug Abuse	San Antonio
El Paso	Rio Grande Safe Communities Coalition	R.E. Thomason Hospital	El Paso
Hidalgo	UNIDAD – Uniting Neighbors in Drug Abuse Defense	Rio Grande Valley Council	Pharr



Identifying Capacity and Strategic Planning

Following initial training provided in July 2006 on State Incentive Grant requirements, the Strategic Prevention Framework process, environmental strategies, and community change models, SPF SIG coalitions began on-the-ground work in their communities in September 2006.

The SPF SIG coalitions have diligently applied the SPF process, working through the complete cycle of assessment, capacity building, planning, implementation, and evaluation steps. The previous *SPF SIG Report Card 2008* explained each step of the SPF process and detailed the work of the coalitions through stories illustrating how they have moved through the SPF process.

Their progress has been monitored by DSHS staff and aided by ongoing training and technical assistance from Texans Standing Tall on the five steps of the SPF and sustainability. Behavioral Assessment Inc. provided training on cultural competency and evaluation.

State Level Strategic Planning

The State created a strategic plan, with input from the Texas State Incentive Program Advisory Committee, to improve the prevention delivery system through implementation of the five steps of the strategic prevention framework. The Texas Strategic Plan is detailed online at the following web site: www.dshs.state.tx.us/sa/SPF/SPFStatePlan.doc.

The State developed an epidemiological profile of the problem and assessed the substance abuse system in Texas to identify capacity and infrastructure to solve the identified problems. The written plan laid out a vision for reducing the State underage and young adult binge drinking problem and the related consequence of traffic fatalities. The plan serves as a tool to inform readers as to why coalitions were selected in targeted counties and utilized as a vehicle for implementation of the SPF on a local level to impact the identified use patterns and consequences in the State needs assessment.



SPF SIG Coalitions in Action



The foundation of the Strategic Prevention Framework (SPF)

is its data-driven model. The State's implementation of the SPF has been executed in large part by the SPF SIG funded coalitions working through the process in their communities. Each coalition, as it works through the SPF, chips away at decreasing underage drinking, binge drinking, and alcohol-related traffic fatalities in Texas.

Introduction to the SPF SIG Coalitions

In this section of the Report Card each step of the Strategic Prevention Framework will be discussed. A description of the step, signs of success, as well as identified successes and challenges addressed by coalitions during the process are provided. In the *SPF SIG Report Card 2008*, community profiles from the SPF SIG Coalitions were highlighted to demonstrate the power of steps one through three. The coalitions were in the process of implementation and evaluation therefore, in this Report Card steps four and five will be more fully explored.



Step One – Assessment

A key characteristic of the Strategic Prevention Framework (SPF) is that it is data-driven, therefore the first step of the SPF – assessment – is a critical component of the process. In this step, coalitions gather data that tells the epidemiology, or root cause, of the community's youth substance abuse problem. Communities are looking for the root cause and evidence of the problem so that appropriate and effective prevention strategies can be selected in the future. In addition to collecting data, it is important that communities develop a comprehensive assessment of needs, resources, and community readiness. This process is typical of the public health model that is followed to identify a disease and work to eradicate it. The information collected will:

- > tell the story of the problem in a community,
- > show opportunities for creating change, and
- > be the base for all the following SPF Steps.



SPF SIG Coalitions in Action

The needs assessment provides a clear understanding of the substance use problem in the community and acts as a foundation as communities move through the steps of the SPF. Just as the Texas Epidemiological Workgroup collected and analyzed data for the State Epidemiological Report, each SPF SIG coalition created an epidemiological (“epi”) workgroup in their community. The epi workgroups brought together gatekeepers of data relevant to alcohol consumption and consequences among ages 12-29. In several cases, SPF SIG coalitions collaborated to create a countywide epi workgroup, exemplifying the collaboration that is inherent in the SPF process. There are several signs of success in this process that indicate a coalition is on the right path for successful movement through the subsequent steps. The list below highlights some indicators.

Signs of Success:

- An epi workgroup is formed and meets monthly or more in the beginning; quarterly once the assessment is completed.
- Data and information is collected.
- A report of the results is produced and updated annually.
- A user-friendly “highlights” version of the report is developed for laypersons/community members.
- The data and information collected identifies the problem in the community.
- The data is specific enough that goals, evidence-based strategies, and a baseline for evaluation can be determined and prioritized.

Coalition Successes:

- Each coalition coordinated an epidemiological workgroup for their county.
- Each coalition reported success in data collection, including getting information from an unexpected source, to finding a new stakeholder, to gaining access to relevant, up-to-date information databases.
- Several coalitions were able to implement surveys with new populations, generating data that were previously unavailable, particularly with college students.
- Almost all groups described finding a “data champion.”
- Multiple groups work with a community member to utilize GIS mapping technology to create a graphic illustration of their community story.

Coalition Challenges:

- All coalitions described finding some areas of difficulty in locating and obtaining relevant and specific local data.
- All coalitions encountered a lack of available hospital data correlating minor accidents while under the influence of alcohol.
- All coalitions found that some databases were not up-to-date; for instance, there was a greater than two-year lag in the data that was available from some sources.
- Coalitions found that agencies collected data using different methodology, making comparisons difficult.
- Coalitions found obtaining data below the county level difficult.



SPF SIG Coalitions in Action

Step Two – Capacity Building



Capacity Building involves identifying, developing, and maintaining resources necessary to address identified needs including human, fiscal, technical (physical), and social to meet planning and implementation demands. It takes into consideration all aspects of a coalition’s needs to effectively implement strategies and respond to the problem identified in the assessment. During this phase, community readiness is increased so the community can respond to the problem, and it allows for recruiting more than the “usual suspects” to achieve goals. It involves development of committees/action teams and organizational structure to prepare and increase opportunities for successful prevention. During this phase, coalitions will examine their efforts, document them as part of their process evaluation, and look for opportunities to sustain their efforts so that when their resources change, their outcomes and products of this step can be maintained. It is the foundation for all the following steps of the SPF.

Signs of Success:

- Clearly defined roles for staff and coalition members.
- Training and education is provided as needed to promote readiness to address the problem.
- Having adequate technical and financial resources to select strategies to implement.
- Creating and continuing partnerships.
- Moving beyond the usual suspects.
- Developing adequate structure to maintain the coalition’s growth and transformation as it moves through the steps of the SPF.

Coalition Successes:

- Coalitions are involved and have “a face” in the community, providing presentations and information dissemination to supplement their environmental strategies.
- They are continually bringing new partners to the table and strategically building capacity based on needs assessment data and the coalition’s strategic plan.
- Most coalitions have formed work groups around strategies, issues, and activities.
- All coalitions have developed partnerships with new sectors of the community.
- All coalitions have involvement with higher education, secondary schools, and law enforcement.
- All coalitions have trained their staff and coalition members in the SPF process as well as how to implement environmental strategies.
- Some have developed written by-laws or guiding documents to provide structure to the coalition.

Coalition Challenges:

- The norms of the communities were more accepting of underage drinking than desired.
- Most coalitions found that certain people, no matter what information was presented, would not invest in the process – even with evidence that the process was working.
- Some coalitions faced their own staffing changes – staff turnover, for example.
- All coalitions found that some stakeholders, while interested and supportive, did not have the capacity within their own agencies to participate as desired.



SPF SIG Coalitions in Action

Step Three – Strategic Planning



This step requires coalitions to develop a strategic plan that includes evidence-based environmental strategies that create a logical, data-driven plan to address the problems identified in the assessment step. The strategies selected are based on the capacity, community intervening variables, and community readiness identified and built upon in step two, capacity building. Strategic planning requires development of goal statements and selecting strategies that are directly linked to baseline data that will show a “moving of the needle” to achieve the stated goals. Strategies are selected if it is determined that they fit the cultural context and readiness of the community and the target population to be addressed. Potential barriers and solutions to those barriers are also identified during the planning process. Strategies are given timelines for completion and an evaluation plan with identifiable measures for both process and outcome evaluation is developed. The SPF SIG coalitions have developed strategic plans with identified evidence-based environmental strategies based on their needs assessment data and their coalition’s capacity to implement the strategies.

Signs of Success:

- Strategies are selected with goals aimed at targeted populations and stated anticipated/desired outcomes.
- The strategic plan is written down with a timeline.
- A logic model is developed.
- Evaluation plans for monitoring the success of the strategy implementation are developed and written down.

Coalition Successes:

- All coalitions based their strategic planning on data from their needs assessment.
- They all selected strategies that are research-based to address the intervening, community focused variables.
- Coalitions had both staff and coalition member involvement in the development of their strategic plans.
- Some coalitions included timelines with action steps in their strategic plans.
- Some coalitions found that developing a strategic plan gave them a greater level of legitimacy and value in their communities.

Coalition Challenges:

- The strategic plans are valued by most coalition members and staff, but the development did not generate a groundswell of excitement for most.
- Identifying baseline data to measure impact was difficult for some strategies.



SPF SIG Coalitions in Action

Step Four – Implementation

This step of the SPF is focused on taking action guided by the strategic plan and evaluating the process of the implementation. It requires the development of a written implementation plan, if one was not created during strategic planning, with a timeline for each strategy. Each component of the strategy should be identified and written down along with all the associated action steps within each implementation plan. Coalitions members and staff should take on roles of responsibility to ensure the success of implementing the various strategies and their action steps. Once an implementation plan is developed, implementation should begin, however, not all strategies will begin and end at the same time. The entire process should be tracked and evaluated along the way to determine if the strategy was implemented as planned or if adjustments were made along the way. This “process evaluation” ensures documentation of the steps so that in the future, success can be replicated and appropriate adjustments can be made to sidestep identified challenges. Following the plans also allows for identifying how the outcomes from the implementation are achieved. The SPF SIG Coalitions are currently in the implementation phase. They all developed implementation plans and are working with their evaluators to monitor their progress and process.



Intervening Variables

Intervening variables are factors in your community that have scientific evidence of contributing to the problem associated with the use of alcohol, tobacco, and other drugs (www.samhsa.gov). Each strategy should be selected based on its ability to impact an intervening variable. Research has identified that where alcohol, tobacco, and other drug use are present there are six community factors that contribute to the problem. While all of these factors will exist in communities, which of these factors are most significant will differ by community. Coalitions must therefore gather information that identifies which of the intervening variables are most evident in their community. The variables are then prioritized based on the severity of their existence in the community. To ensure the greatest possible success for creating change coalition’s should select strategies based on the following: the severity of the intervening variables, the coalition capacity to address their problem, community readiness to accept/implement the strategy, and the overall ability to evaluate/measure the success of the strategy.

One of the questions to answer when prioritizing intervening variables is “how can I demonstrate this problem exists?” Other questions that may help: if one thinks of intervening variables as answering the question “why does this substance abuse problem exist in communities” one can think of the evidence in your community as answering “why does this problem happen here, in my community.” At Texans Standing Tall we describe the evidence of intervening variables as identifiable contributing factors.

While nationally we there are six recognized intervening variables, in Texas through the SPF SIG process a seventh was added called “low perceived risk.” While low perceived risk is a social norm, it is so pervasive in the State it was determined to be useful in prioritization efforts to separate it from the broad



SPF SIG Coalitions in Action

category of social norms. Listed below are the intervening variables as identified by the Substance Abuse Mental Health Services Administration (SAMHSA) and those utilized in the Texas SPF SIG process.

Intervening Variables (SAMHSA):

Retail Access
 Enforcement
 Pricing
 Social Access
 Promotion
 Social Norms

Intervening Variables (Texas):

Retail Access
 Low Enforcement
 Pricing
 Social Access
 Promotion
 Social Norms
 Low Perceived Risk

Examples of identifiable contributing factors:

- It is easy for students to buy alcohol or tobacco at stores. (Retail Access)
- Law enforcement does not conduct compliance checks at retail outlets. (Low Enforcement, Retail Access)
- Happy hour specials are offered at bars around a college campus. (Pricing)
- Alcohol or tobacco is obtained from friends or at parties. (Social Access)
- An alcohol company sponsors, gaining brand recognition, a kid-friendly community festival. (Promotion)
- Adults believe that youth alcohol use is a rite of passage. (Social Norms)
- The person that drinks the least is the safest driver; underage alcohol use is fine as long as long as no one drives home after drinking. (Low Perceived Risk)

It is important to keep in mind that most contributing factors can be considered evidence of more than one intervening variable. It is often most effective to select the intervening variable most closely associated with a strategy likely to solve the problem. For example: if a student believes they won't get in trouble if a police officer catches them drinking underage, this falls under both low enforcement and social norms. However, focusing on increasing enforcement of the law can impact both intervening variables simultaneously.

Signs of Success

- An implementation plan with evaluation component is written down with a realistic timeline for completion for each strategy.
- Coalition members are leading strategies and are responsible for action steps.
- Strategy action steps can be identified.
- Strategy progress and process are being monitored by both an evaluator and coalition members involved with the strategy implementation.
- Timelines for strategies are being met.
- Capacity is increasing as strategies are implemented.
- Evaluation plan was developed for each strategy and is being implemented.
- Strategies are linked to an intervening variable and data points.



SPF SIG Coalitions in Action

Coalition Successes:

- Capacity increased while strategies were being implemented.
- Understanding of importance of working on alcohol issues increased.
- Ability to address prevention and coalition work from a strategy and process proven to work increased.
- Understanding of environmental/community-based prevention strategies increased.
- Collaborations increased among key stakeholders – going beyond simply attending meetings to taking on roles and responsibilities for implementation.
- Intervening variables are prioritized based on assessment data.

Coalition Challenges:

- Social norm strategies were often difficult to evaluate or to do appropriately and adequately without significant funding.
- Timeframe for gathering data and implementation is not sufficient to see results given most grant timeframes.
- Getting coalition members involved in the process evaluation for the specific strategies can be difficult.
- Selecting an intervening that an implemented strategy could impact and be documented through evaluation requires considerable thought and planning.

Examples of measurable data points for selecting strategies:

- Increasing the number of compliance check in the community or a set of zip codes that identify a particular neighborhood.
- Increasing compliance rates.
- Currently there is no policy on regarding the size of alcoholic drinks sold at community events so a policy is created that limits the size.
- Currently party patrols are not conducted, now they are conducted.
- Perception of risk changes in a specific population.

The chart included on the following page identifies the SPF SIG coalitions, their county, and the strategies they are implementing along with their prioritized intervening variables. In some instances, two variables prioritized as primary and secondary variables are identified.

The strategies, many of which are solely focused on capacity building, are necessary for trending towards reducing underage drinking and binge drinking. Training on implementing the SPF has been essential to the success of these coalitions. Equally essential has been training on strategy implementation and on environmental strategies themselves. A large part of the challenge is ensuring that people understand the problem and the strategies effective at solving the problem.



SPF SIG Coalitions in Action

COALITION STRATEGIES: THE CHART IDENTIFIES COALITIONS BY NAME, THE COALITION'S NAME FOR THEIR STRATEGIES, TYPE OF STRATEGIES THEY ARE IMPLEMENTING, AND THE INTERVENING VARIABLES RELATED TO THE STRATEGIES.

Coalition	Strategy	Type	Primary Intervening Variable	Secondary Intervening Variable
Alliance on Underage Drinking (ALoud), Dallas	Regional Policy Forum	Capacity Building Strategy		
	BuzzFree PROMises Dress Giveaway	Capacity Building Strategy	Social Norms	
	Youth Leadership Summit	Capacity Building Strategy	Social Norms	
	Responsible Beverage Service Campaign	Education	Retail Access	
	Compliance Checks	Enforcement	Retail Access	Low Enforcement
	Controlled Party Dispersal	Enforcement	Social Access	Low Enforcement
	Fake ID Training	Enforcement	Retail Access	Low Enforcement
	Those Who Host Lose the Most Media Campaign	Media Campaign	Social Access	Social Norms
	College/University Policy & Procedure Consulting	Policy and Education	Social Norms	
	Social Norms Campaign	Social Norms Campaign	Social Norms	
Bay Area Alliance for Youth and Families, Harris	Faith Partners	Capacity Building Strategy	Social Norms	
	San Jacinto Community College South ADAPT Prevention Team	Capacity Building Strategy	Social Norms	
	Surgeon General Call to Action on Underage Drinking	Capacity Building Strategy		
	Fatality Crash Reduction Strategy	Enforcement	Low Enforcement	Social Norms
	Parents Who Host Lose the Most	Media Campaign	Social Access	Social Norms
Circles of San Antonio Community Coalition, Bexar	CLEAR and Safe Homes	Social Norms Campaign	Social Norms	
	Compliance Checks-Increase knowledge among retailers	Education	Retail Access	
	Compliance Checks- Increase youth decoy participation	Enforcement	Retail Access	Low Enforcement
	Compliance Checks-Increase the enforcement of retail alcohol sales laws.	Enforcement	Retail Access	Low Enforcement
	Enforcing Impaired Driving Laws - Blood Search Warrants	Enforcement	Low Enforcement	Low Perceived Risk
Coalition of Behavioral Health Services – North, Harris	Getting to know your legislators	Policy	Social Norms	
	Compliance Checks	Enforcement	Retail Access	Low Enforcement
Community Partners for Alcohol Safety and Awareness, Tarrant	Reduce Alcohol Use on College Campuses	Policy and Education	Social Norms	
	Controlled Party Dispersal Neighborhood Initiative	Enforcement	Social Access	Low Enforcement
	Those Who Host Lose the Most Media Campaign	Media Campaign	Social Access	Social Norms
IMPACT Grand Prairie, Dallas	Actuality Project	Social Norms Campaign	Social Norms	
	Law enforcement capacity building	Capacity Building Strategy	Low Enforcement	
	Shoulder Taps	Enforcement	Social Access	Low Enforcement
	Social Marketing Campaign uses media to increase perceived risk of DWI enforcement	Media Campaign	Low Perceived Risk	Social Norms
	State and local policy advocacy	Policy	Low Enforcement	
Actuality Social Norming Campaign	Social Norms Campaign	Social Norms		

Chart continues on following page.



SPF SIG Coalitions in Action

Coalition	Strategy	Type	Primary Intervening Variable	Secondary Intervening Variable
Rio Grande Safe Communities Coalition, El Paso	Regional Border Policy Forum	Capacity Building Strategy		
	Surgeon General's Call to Action on Underage Drinking	Capacity Building Strategy		
	Party Patrols	Enforcement	Social Access	Low Enforcement
	Those Who Host Lose the Most Media Campaign	Social Access	Social Norms	
	Social Host Ordinance	Policy	Social Access	Social Norms
	Review of College Alcohol Policies	Policy	Social Norms	Low Perceived Risk
	Social Norms Campaign	Social Norms Campaign	Social Norms	Low Perceived Risk
Southeast Harris Community Coalition, Harris	Responsible Beverage Service Campaign	Education	Retail Access	
	Compliance Checks	Enforcement	Retail Access	Low Enforcement
	Judges Consortium	Enforcement	Low Enforcement	
	Party Patrols	Enforcement	Social Access	Low Enforcement
	Media Campaign	Media Campaign	Social Norms	
Travis County Alliance for a Safer Community, Travis	Responsible Beverage Service Campaign	Education	Retail Access	
	Compliance Checks	Enforcement	Retail Access	Low Enforcement
	Mass Media Campaign	Media Campaign	Social Access	Social Norms
	Social Norms at Westlake High School	Social Norms Campaign	Social Norms	Low Perceived Risk
	Social Norms at Garza High School	Social Norms Campaign	Social Norms	Low Perceived Risk
Uniting Neighbors in Drug Abuse Defense (UNIDAD), Hidalgo	Social Norms Campaign	Education	Social Norms	Media Campaign

The strategy types are from the following evidence-based documents: *Institute of Medicine's Reducing Underage Drinking*, Fidelity Users Guide, and the RAND publication referenced in Addendum C. "Facilitate implementation of best practices in prevention" is used for strategies which build capacity or support implementation of evidence-based environmental strategies.

Perspectives from the Field – Strategy Highlights

Data Collection Tools: Multiple coalitions found that once they selected strategies that once they began implementation, more data would become available or more data might need to be collected for evaluation purposes. Once a coalition had a tool developed for use, it was not uncommon for it to be shared with other coalitions for their use. Such was the case with the Law Enforcement Survey, Corner Store Staff Survey, and the Off-Premise Alcohol Retailers Survey (which is a tool for conducting an environmental scan) developed by the evaluation team Research and Educational Services (REdS). These tools were utilized by the Bay Area Alliance for Youth and Families, South East Harris County Coalition, and the Travis County Alliance for a Safer Community to gather information including: implementation of law enforcement strategies, perception of underage alcohol use, pervasiveness of alcohol marketing at stores, easy access at stores, and impacts of responsible beverage service educational packets. These tools not only increase the effectiveness of strategy implementation, they provide opportunities for coalition members to get involved in the process by utilizing the tools, and gather important data. These tools can be viewed as Addendums D, E, and F.

Compliance Checks: Several of the coalitions are implementing compliance check strategies. This strategy – in a simplistic description – utilizes a youth that enters a store and attempts to purchase alcohol, if they are successful law enforcement enters the store and tickets the seller. The Alliance on Underage Drinking (ALoud) has added a twist to their implementation and data collection



SPF SIG Coalitions in Action

for evaluation, while compliance rates are being identified, they also document the demographics of the server/seller as well as the buyer. Additionally, the coordinator goes on all compliance checks, the coalition follows the check with either a letter of congratulations for a job well done or disappointment for selling to a minor all of which ensures and increases the effectiveness of the strategy.

College Campus Based Strategies: Over the duration of the SPF SIG grant cycle, coalitions have increased their ability to work with college campuses. Several have worked with campuses to implement the Core Survey to acquire an assessment data on student substance abuse. Others have worked to address happy hour sales at retail outlets near campuses as well as implementing party patrols (controlled party dispersal) to reduce student access through parties. The Coalition of Behavioral Health Services – North, has worked with Texas Southern University to establish a policy requiring the use of an alcohol education and prevention program, Basics and Choices, on all incoming freshman.

Social Norms Campaigns: Almost all of the SPF SIG coalitions have implemented a social norm or media campaign directed at impacting the attitudes and/or beliefs of a particular population in their community. However, the Travis County Alliance for a Safer Community developed a social norm campaign directed at raising awareness of the regarding providing alcohol to minors. The professionally designed campaign was focus group tested through a professional company to determine the most effective design and phrasing for communicating the desired message to the target audiences of parents with high school and college aged students and young adults aged 18-25. The campaign that drove the audience to a specific web site also included used an evaluation component. Once at the web site a three-question recall survey was posted and had to be completed to enter the web site. Once in the web site, visitors had the option of completing a longer survey regarding the campaign for the chance to win an iPod. Following the theater ads, a professional company implemented a survey at the end of the movie focused on recall of the ad's main message. Uniting Neighbors in Drug Abuse Defense (UNIDAD) coalition developed an awareness raising billboard campaign and received a local level Golden ADDY award for their public service announcement (PSAs). Their PSAs have also been regularly aired on school channels and local television stations.

Hind-sight being 20/20, a few observations are noted: The coalitions – their staff and members – are better equipped today to implement the SPF and strategies with a greater likelihood of success than in their first year. However, the degree to which a coalition can master identifying data points small/measureable enough for demonstrating community change given the often relatively short timelines available for grant goals remains a challenge for all.



SPF SIG Coalitions in Action

Step Five – Evaluation

In this step, a review of the effectiveness, efficiency, and fidelity of implementation in relation to the strategic plan, implementation plans, and outcome measures is conducted. As stated in the implementation step, this includes monitoring the implementation of the strategies. However, it also includes monitoring the progress, problems, and lessons learned regarding putting the Strategic Prevention Framework into action and building



collaboration. Evaluation is ongoing. It monitors the process – what a coalition does; how did they do it. It monitors fidelity – did they do it according to the evidence-based practice; was it done according to the implementation plan. It ultimately monitors the outcome – what was the result of the implementation; was the desired goal achieved. All information gleaned from evaluation is used to improve community-based action and determine if strategies are having the intended impact on the target population as identified in the needs assessment and stated in the strategic plan.

This information is typically obtained through surveys, pre and post-tests, focus groups, and collection of archival data in the community, and then it is gauged against the baseline data identified and prioritized in the previous steps of the SPF. To conduct evaluation requires devoting resources to the effort. Devoting resources to evaluation is scalable to budgets and can even be obtained through graduate school programs when resources are more challenged.

Signs of Success:

- Evaluation of implementation of SPF process and strategies is being conducted.
- Coalition members and evaluator meet regularly.
- Effectiveness of activities and strategies are monitored and discussed.
- Strategies are retooled based on evaluation for improving implementation.
- Data is being collected.

The Evaluation Process

In the case of the SPG SIG coalitions, they were required to devote seven to ten percent of their grant award to hire a professional and experienced evaluator for the duration of the project. The evaluators served as the lead for the assessment step and worked closely with the Epidemiological (Epi) Workgroups. In some coalitions, the evaluators led the Epi Workgroups. The local evaluators are responsible for the design and implementation of evaluation of the local strategies, and they attend quarterly meetings in Austin led by the statewide SPF SIG evaluator, Behavioral Assessment Inc. Below





SPF SIG Coalitions in Action

an overview is provided of both coalitions' and evaluators' experiences with the evaluation process including anecdotes to illustrate those experiences.

Local Coalition Evaluations

Coalition Successes:

- Increased capacity and ability to collect data simply by collecting what was available.
- There were many community and coalition “firsts” as a result of implementing the SPF.
- Learned to start with fewer, doable/less elaborate strategies and build to more complex and multiple strategies.
- Learning that evaluation is about outcomes and results and is not the same as research or assessment.
- In some cases, evaluators developed tools to aid coalitions in data collection and evaluation process.

Coalition Challenges:

- In most cases, coalition coordinators started the process not knowing how to utilize their evaluators.
- Sometimes strategies selected during the grant writing process had to be adjusted, altered, or abandoned once data was collected as it guided to a different focus.
- At points during the SPF process there was a disconnect between the evaluator’s work and coalition’s needs.
- Not all evaluators and coalition staff had the same understanding of the SPF process or environmental prevention creating communication challenges.

Local Coalitions experiences with Evaluators:

- Evaluators need to be a partner; need to be able to work together.
- When discussing or beginning strategies, involve coalition evaluator right away.
- Ask evaluators to discuss evaluation process and data in lay terms.
- Evaluators coordinating Epi Workgroups was helpful.
- It appears that it is more beneficial to the coalition and the process overall to have an evaluator that can participate in meetings locally to observe the coalition rather than meeting only with the coalition staff or being involved by phone.
- Developing case statements and resources with stats from evaluators is useful.
- Dividing school data or youth survey data by zip code allows for implementing strategies and garnering support specific to cities.

Perspectives from the Field

Coalitions have utilized their evaluators in various ways to improve their coalition’s ability to implement strategies and evaluate their progress. The following encapsulates the working relationship that has evolved between several of the coalitions and their evaluators.

SPF SIG Coalitions in Action

Through focus groups and questionnaires the coalitions have described their evolving relationship with their evaluators as follows:

In our coalition, the evaluator sends a lead staff person to attend all our Program Development/Needs Assessment Committee meetings, serving the Committee chair. Additionally, the staff person serves as a member of the Executive Committee, attending the monthly meetings. Other committee meetings, general coalition meetings, and trainings are attended as needed.

The evaluation team assisted with the Epi Workgroup. The coalition staff and Epi Workgroup gathered the majority of the data. Our evaluator presented the data findings at the beginning of the SPF SIG process to our coalition and then we selected intervening variables on which to focus our efforts. Along the way, the evaluation team was helpful at looking at the county data gathered and dividing it by city, which was difficult given the size of the area set by the grant and the number of cities it contained. These city "data sheets" were used at a community meeting where youth and adults reviewed city-specific data to determine issues of focus.

The evaluator and his team were not always involved in planning, but throughout the grant, the team became increasingly involved in this process as well as determining ways to evaluate each strategy. At the beginning of the grant, we both (coalition and evaluator) were somewhat unclear as to what was expected of one another but as we learned more, we were better able to work together more effectively.

Other coalitions described similar scenarios where their evaluator or evaluation team lead Epi Workgroups, attended regular coalition meetings, and guided selection of strategies based on data points or ability to evaluate progress. Additionally, it was noted by several coalitions that their evaluators would adapt to changing coalition needs and revise informational reports to better suit coalition audiences.

Local Evaluator Experiences

Evaluator Successes:

- Through the SPF process, coalitions are more invested in the data-driven process.
- Coalitions as a whole understand more about data collection and evaluation than prior to implementing the SPF.
- Several evaluators, during the course of implementing the SPF, developed on-going and regular evaluator meetings with key coalition members and staff.
- Multiple evaluators began attending coalition meetings to gain a better grasp on the coalition efforts which increased investment in evaluation by the coalitions.





SPF SIG Coalitions in Action

Evaluator Challenges:

- Workload increased as coalitions became more involved in evaluation process.
- Evaluation is not “touchy-feely,” therefore more difficult to generate interest in doing.
- Not all local data is collected: some law enforcement may collect data by zip code and make it available to coalitions while others may not.
- All data collected may not all be the same: one entity may track data by gender while the other does not making it difficult to compare.

Local Evaluator experiences with Coalitions:

- Meeting a couple of times monthly with coalition staff, in particular, reaped benefits.
- Teach coalition members and staff, in particular, how to evaluate and collect data.
- Avoid telling them what to do.
- Provide constant feedback.
- List good tactics and strategies for evaluation so that strategy selection and retooling is more effective.
- Almost all evaluators reported coalitions struggling with what to measure related to strategy selection.

Perspectives from the Field

The coalition evaluators have worked diligently with the coalitions on the SPF SIG process for multiple years at this point. In some cases, the evaluators have been a part of their coalition’s evaluation process prior to the SPF SIG and will continue after this particular grant funding has passed. However, it has become clear that the SPF SIG process has resulted in evaluators developing tools that aid their coalitions in gathering data, tracking progress, and process evaluation. Several evaluators described a process of developing tools for their coalition to use in the SPF SIG process some of which are included in the Addendum and will be discussed below.

One evaluator identified a tool online called “SIG Monthly Evaluator Interview of Environmental Strategies” which can be viewed in the Addendum G. (This tool was found online by Texans Standing Tall (TST) through an Internet search for the title. The link references the SPF SIG Cross Site Evaluation Web site however, the document could no longer be found on the site www.spfsig.net.) The Interview tool was utilized by the evaluator to aid the coalition in process evaluation. On some occasions the evaluator conducted phone interviews to complete the forms and on others the coalition filled out the forms and emailed them. However, the most productive use of the forms were when the coalition filled out the forms, submitted them to the evaluator and the evaluator followed up with a phone interview to clarify points in the process data collection document. Ultimately, this tool proved useful in aiding the coalition and the evaluator in conducting process evaluation of their environmental strategies.

Two evaluators worked to address coalitions struggle with data collection for the purposes of completing grant reports – in particular the Community Level Instrument (CLI). Therefore the evaluator developed an access database to help track data. One database was developed in Access to track contacts and coalition members to manage coalition member list and workgroups. It was aligned with the CLI reporting questions by question number however, the CLI was altered causing the database not to correspond with the questions that needed to be answered. It has

SPF SIG Coalitions in Action

been determined by the evaluator that with the various database management tools available, Access would not be used again for such a tool because it is cumbersome and not easy to update when changes are needed. The other tool was developed in Excel and was specific to tracking data collection. It was meant for use by the coalition but perhaps was too “geeky” for coalition use and has been used “more in-house than coalition wide as hoped.” When developing tools consideration has to be taken for ease of use by both the evaluators and coalitions members if the goal is to aid the coalition in taking over, for sustainability, an assessment and evaluation process on their own.

Coalition assessment tools come in several forms. Two of the tools utilized by the SPF SIG coalitions are the “Coalition Self-Assessment Tool” from the Underage Drinking Training Center (www.udetc.org) and the “Community Assessment Survey” developed by Research and Educational Services (REdS; www.redshouston.com). The Self-assessment Tool can be viewed as Addendum H and is intended for use by the coalition to determine its capacity and potential ability to implement strategies. All those involved in the coalition should have the opportunity to complete the survey. The Community Assessment Survey (while not public domain, can be accessed by contacting REdS) is designed to assess the perception of adults in the community regarding risk and protective factors along with identifying community resources and others. Such tools for surveying the community are limited therefore this is a welcomed tool in the SPF SIG process.

The evaluation of the SPF process, coalitions, and the implementation of their strategies required the commitment of both the coalitions and their evaluators. When coalition coordinators attended the quarterly State evaluators meetings, coordinated by BAI, they had a better understanding of the requirements and expectations of the State SPF SIG evaluation process. Similarly when evaluators attended coalition trainings and meetings they had a better understanding of coalition challenges and expectations. The SPF process overall has proven effective at improving not only the ability of coalitions to implement evidence-based prevention strategies but their ability to evaluate them as well.





Texas SPF SIG Evaluation

The statewide evaluation team, Behavioral Assessment Inc. (BAI), designed and implemented the evaluation of Texas's SPF SIG. The overall goal of the Texas SPF SIG evaluation effort was to: develop and implement an empowerment-oriented, community and statewide level evaluation system for the SPF initiative capable of defining improvements in alcohol related motor vehicle fatalities and binge drinking among those ages 18 to 29. The BAI SPF evaluation design incorporated the components below.

Building a Cadre of Local Professional SPF Coalition Evaluators

The State evaluation effort increased capacity of local coalition evaluators creating a shift from evaluating programs and individuals to evaluating environmental changes related to alcohol consumption. Specifically, capacity increased in knowledge, skills, and practices that relate to each SPF step. Furthermore, this cadre of evaluators can work alone, in small teams, and as a committee.

Training and Technical Assistance

Local evaluator meetings were held quarterly in Austin which included training focused on the SPF five steps. Detailed information on assessment, capacity building, and evaluation has been presented. The overall Texas SPF evaluation design, including the use of the intervening variables in evaluation, has been presented in several training meetings. Additionally, online seminars or “webinars” and live training modules were provided to local evaluators regionally on the Rand Guide and Fidelity Monitoring Ratings (also known as the Users Guide). The in-person training expanded the topics presented in seminars and related to use of the fidelity monitoring ratings online database developed by BAI for recording ratings as outlined in the document Assessing the Fidelity of Implementation of the Strategic Prevention Framework in SPF SIG-funded Communities.

ESI Development and Statewide Phone Survey

For the purpose of the Texas SPF SIG evaluation, the team was particularly interested to see how public perceptions were changed or improved as a result of the SPF interventions. The Environmental Strategies Instrument (ESI) is a valid and reliable evaluation tool that was used in each of the SPF SIG communities. Results from three years of data collected with the ESI showed promising shifts in public perceptions related to alcohol use. Indicators show favorable trends such as, for those under 21, a reduction in the perception of social access of alcohol and a reduction in reported consumption over the three year period. Others show unfavorable trends such as an increase in college age binge drinking. The conclusion is that further, more in-depth analysis is required to assess the overall outcomes of the program.

Recognizing Cultural Competency within the SPF SIG

Expert Panel: The Texas SPF SIG convened a panel of national and state experts on cultural competence in Austin, TX, in June 2005 and January 2006. The purpose of the panel was to align the SPF SIG with the Center for Substance Abuse Prevention's (CSAP) view of cultural competence. The panel explored the implications of changing demographics within each of the five SPF SIG steps. A sub-committee of the panel produced training materials based on the panel's recommendations.

SPF Cultural Competency Summary: The evaluation team recognized the importance of cultural competency throughout the SPF process. Therefore, BAI developed a cultural competence tool for the evaluators to capture and examine implemented strategies and the various approaches of the coalitions to infuse culturally competent methods into each aspect of their efforts.



Infused Throughout: Cultural Competency

Cultural competency and sustainability are infused throughout the entire Strategic Prevention Framework process. Therefore, in this section a description of the concepts and signs of success will be discussed. SPF SIG coalition success story profiles as well as a State profile were highlighted in *SPF SIG Report Card 2008*.

Addressing Cultural Competency

There are multiple complex, academic definitions for cultural competency. Cultural competency is the ability to acquire the knowledge, skills, and attitudes to enable administrators and practitioners within systems of care to provide for diverse populations. This includes an understanding of that group's or members' language, beliefs, norms, and values, as well as socioeconomic and political factors that may have a significant impact on their wellbeing, and incorporating those variables into assessment and treatment (CSAP, 1993). It is also a set of academic and interpersonal skills that allow individuals to increase their understanding and appreciation of cultural differences and similarities within, among and between groups. This requires a willingness and ability to draw on community-based values, traditions, and customs and to work with knowledgeable persons of and from the community in developing focused interventions, communications, and other supports (Orlandi et.al., 1992).

While the theory can be challenging, the application, once practiced, can become more routine. For the greatest possibility of success it should be infused into each step of the SPF process. In action, cultural competency means, in basic terms, meeting community members where they are – not where you are or where you want them to be. Many are familiar with the “Golden Rule” treat others as you would like to be treated. For implementation of cultural competency in the community, take the next step beyond the Golden Rule and distill the complex information into the following basic statement: treat others as they would like to be treated. A coalition can begin by collecting facts about its community, then assessing the coalition's capacity and whether it has the right tools to communicate with and include members of its community. The coalition can deliver its message using stories from diverse members of the community to communicate, focusing on facts, as facts will reflect a commonality. This will demonstrate out of many we are one – one community, one issue, one response, many voices.

Signs of Success:

- The coalition determines the average reading level of the target community and develops appropriate materials.
- Resources are translated into appropriate languages.
- The coalition communicates with language and resources that reflect the attitudes and beliefs of the community.
- All sectors of the community are involved in the coalition.
- The coalition understands the current demographic and faith traditions of the community.
- The coalition is identifying and anticipating demographic and cultural changes in the community.

Infused Throughout: Sustainability

Developing Sustainability

Infusing sustainability into each step of the SPF requires an understanding of the concept and clear identification of the key products and milestones that need to be maintained for continued success. Sustainability is the process of ensuring that positive outcomes can be maintained in communities. For instance, a reduction in a substance abuse pattern continues even if funding shifts. Positive outcomes of each strategy must be sustained to reduce and maintain reductions in substance abuse behaviors and related problems. It is beyond building support for the strategy but maintaining the outcomes as well. It is beyond fundraising and maintaining programs. It is creating and maintaining a prevention system. True sustainability occurs when the SPF process and the outcomes achieved from a strategy can be maintained regardless of funding. As stated by the Center for Civic Partnerships, “Sustainability is the continuation of community health or quality of life benefits over time.” The coalitions were provided sustainability training by Texans Standing Tall the summer of 2008 and they submitted sustainability plans in April 2009.

Signs of Success:

- Policies or procedures are institutionalized.
- All coalition activities and strategies are identified with a comprehensive list of time and materials needed to sustain the coalition’s efforts.
- A sustainability plan is developed with action steps and timeline for securing resources.
- Basic coalition staffing needs are covered by sources other than grant funding.
- A strategy is valued and continued by other organizations within the coalition (ex: Compliance checks are instigated and continued by law enforcement as a commitment to the community prevention efforts).
- When staff or funding changes, the coalition maintains its function and form through coalition leadership, rather than relying on an organization.
- Epi Workgroup continues to meet and update the needs assessment and track evaluation progress regardless of grant requirements.



Conclusion



The SPF SIG process has proven to be an effective means for building the capacity of communities through their local coalitions to increase their skill sets and work towards positive community change that protects young people from alcohol, tobacco, and other drug use and the associated risky behaviors.

The SPF process has resulted in many valuable firsts in communities without which their ability and the State's ability to impact youth use of alcohol, binge drinking, and alcohol related traffic fatalities would be diminished.

Final observations regarding implementation and evaluation are: to implement and evaluate adequately for the grant goals and timeline, sufficient funding and timeframe needs to be available. There should be room for recognition of trending towards a goal – some goals or changes won't be achieved for well over five years. For instance, consider our national, state and local attitudes towards safety belts and child safety seats. Too many of us as children stood in the front seat, sat on the arm rest in the middle so we could see out the window, or sat unsecured in the front seat while our parents threw an arm across the seat to stop us from flying forward when breaking. Today car seats are in the back seat, law requires we wear seat belts, and things that were "normal" then appear absurd today. Those changes did not happen overnight but by a series of community and environmental changes that took place over many years. These protections have been put into place step by step and have been improved upon as research and evaluation have brought us opportunities for improvement. Along those same lines, we must make trends towards community substance abuse prevention for our youth. The SPF encourages and engages coalitions in such a process.



Addendum A: Coalition Contact List

Bexar County

Circles of San Antonio Community Coalition

www.sacada.org
 Vickie Adams, Coalition Coordinator
 210-225-4741
 coalition@sacada.org

Dallas County

ALoud (Alliance on Underage Drinking)

www.aloud-dfw.org
 Debbie Meripolski, Executive Director, Greater Dallas
 Council on Alcohol and Drug Abuse
 214-522-8600, ext. 218
 dmeripolski@gdcada.org

IMPACT Grand Prairie

www.dpri.com
 Shannon Graves, Program Director
 972-812-6307
 sgraves@dpri.com

El Paso County

Rio Grande Safe Communities Coalition

Adriana Cadena, SPF SIG Project Coordinator
 915-775-2555
 ac.rgsc@sbglobal.net

Harris County

Bay Area Alliance for Youth and Families

www2.ccisd.net/aboutccisd.org/alliance.aspx
 Julie Purser, Ph.D., Coalition Coordinator
 281-284-0370
 jpurser@ccisd.net

Coalition of Behavioral Health Services North

www.phoenixhouse.org
 Vernitta Lenor, M.A., C.P.S., Coalition Coordinator
 713-426-2637
 vlenor@phoenixhouse.org

Southeast Harris Community Coalition

www.bacoda.com
 Vanessa Ayala, Coalition Coordinator
 281-212-2910
 vanessa.ayala@bacoda.com

Hidalgo County

UNIDAD – Uniting Neighbors in Drug Abuse Defense

www.rgvcouncil.org
 Melissa Alviar, Coalition Coordinator
 956-787-7111 x 234
 malviar@rgvcouncil.org

Tarrant County

Community Partners for Alcohol Safety and Awareness

www.tcchallenge.org
 Larry Ellis, Program Director
 817-336-6617 x101
 larry@tcchallenge.org

Travis County

Travis County Alliance for a Safer Community

www.traviscountyalliance.org
 Edie Surtees, Coalition Coordinator
 512-442-7501
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Addendum B: Coalition Evaluators

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Serving Travis County Alliance for a Safer
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Serving Alliance on Underage Drinking
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Serving Bay Area Alliance for Youth and Families
and Southeast Harris Community Coalition in
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Serving IMPACT Grand Prairie in
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Community Coalition in Bexar County

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Serving Community Partners for Alcohol Safety
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Serving Rio Grande Safe Communities Coalition
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Serving Uniting Neighbors in Drug Abuse Defense
(UNIDAD) in Hidalgo County

OZ White

ozwhite@aol.com

Serving UNIDAD in Hidalgo County



Addendum C: Resource Information

Websites:

Behavioral Assessment Inc.

www.bai-eval.com

Community Systems Group

www.communitysystemsgroup.com

SAMHSA's Center for Substance Abuse Prevention

prevention.samhsa.gov

Substance Abuse Mental Health Services Administration

www.samhsa.gov

Southwest Regional Expert Team of the Center for Application of Prevention Technologies

captus.samhsa.gov/southwest

Texas Department of State Health Services

www.dshs.state.tx.us/sa/spf

Texans Standing Tall

www.TexansStandingTall.org

Texas Strategic Prevention Framework State Incentive Program

www.txsip.org

Resource Materials

Assessing the Fidelity of Implementation of the Strategic Prevention Framework in SPF SIG-Funded Communities: Users Guide and Fidelity Assessment Rubrics

Developed by a workgroup of nationwide SPF SIG project directors and evaluators, along with evaluation staff from the cross-site evaluation team

www.txsip.org

www.txsip.org/ExtSPF/FidelityUsersGuide-FINAL.pdf

Preventing Underage Drinking: Using Getting to Outcomes™ with the SAMHSA Strategic Prevention Framework to Achieve Results

RAND Corporation

www.rand.org

www.rand.org/pubs/technical_reports/2007/

RAND_TR403.pdf

Reducing Underage Drinking: A Collective Responsibility

The Institute of Medicine

www.iom.edu

www.iom.edu/CMS/12552/13838/15100.aspx

Strategic Prevention Framework Overview Brief

Carnevale Associates

www.carnevaleassociates.com

www.carnevaleassociates.com/CA_IB-SAMHSA_SPF_Overview.pdf

For more information about Texas and the SPF

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Addendum D: Law Enforcement Survey

Today's date _____ Current job title _____
Length of time in your current job (years or months) _____

This survey asks questions about your opinions, beliefs, and knowledge of underage drinking. Please be as honest as possible when answering the questions.

	Not at All				Very Much		
In your opinion: (Underage Drinking)							
1. How serious a problem is underage drinking in your jurisdiction?	1	2	3	4	5	6	7
2. How adequate are your jurisdiction's resources for Underage drinking enforcement?	1	2	3	4	5	6	7
3. How aggressively do you think law enforcement Officers enforce underage drinking laws?	1	2	3	4	5	6	7
4. How supportive are the top law enforcement officials in enforcing underage alcohol violations?	1	2	3	4	5	6	7
5. How committed are your law enforcement colleagues toward enforcing underage drinking laws?	1	2	3	4	5	6	7

In your opinion: (DWI/DUI)							
1. How serious a problem is DWI/DUI in your jurisdiction?	1	2	3	4	5	6	7
2. How adequate are your jurisdiction's resources for DWI/DUI drinking enforcement?	1	2	3	4	5	6	7
3. How aggressively do you think law enforcement Officers enforce DWI/DUI laws?	1	2	3	4	5	6	7
4. How supportive are the top law enforcement officials in enforcing DWI/DUI violations?	1	2	3	4	5	6	7
5. How committed are your law enforcement colleagues toward enforcing DWI/DUI laws?	1	2	3	4	5	6	7

For each of the following alcohol violations, how much is it worth your time to <u>make cases against adults for</u> :							
6. Transfer of alcohol to underage youth	1	2	3	4	5	6	7
7. Sale of alcohol to underage youth	1	2	3	4	5	6	7
8. Allowing youth to drink in his/her home	1	2	3	4	5	6	7

For each of the following alcohol violations, how much is it worth your time to <u>make cases against underage youth for</u> :							
9. Use of fake ID	1	2	3	4	5	6	7
10. Purchase of Alcohol	1	2	3	4	5	6	7
11. Drinking and Driving	1	2	3	4	5	6	7
12. Possession of Alcohol	1	2	3	4	5	6	7

This tool was developed by REdS and is used with permission.



Addendum F: Off-Premise Alcohol Retailers

Promotion of Alcohol Survey

Age: _____

Gender: M F

Date of Survey: _____

This survey is to be taken in stores that sell alcohol for off-premise consumption (i.e. convenience stores, grocery stores, and gas stations). Try to blend in as a customer when taking this survey. There is no need for secrecy, but you don't want to disrupt business or look like your actions can get the employee or store into any kind of trouble. Numerous people have collected data using this survey without incident. If a store employee asks you what you are doing, simply reply that you are gathering data for the Travis County Alliance for a Safer Community, a community coalition concerned with preventing underage drinking. If you are, for whatever reason, asked to leave the store for taking the survey, politely leave the premises. If the clerk acknowledges you in any way, remember to be polite and thank them for their time. You may direct store employees to the Alliance website at www.traviscountyalliance.org for further information as well.

Please return via one of the following options: 1) in person, at an Alliance meeting, 2) mail to: Travis County Alliance P.O. Box 40365 Austin, TX 78704, 3) scan and email to: coordinator@traviscountyalliance.org

Name of Store _____

Location of Store _____
Street Address / Intersection City

Outside

The following things pertain to alcohol advertising only that can be seen from *outside* the store. Outside includes the parking lot, building, doors, windows, etc. **Check all that apply.**

- Signs, banners, or posters etc. How many? _____
- Special price offers on alcohol
- On or near gas pumps
- There is no alcohol advertisement outside the store
- Other: _____

Overall, how would you describe the alcohol advertisement *outside* the store? **Circle the best answer.**

- A. No alcohol advertisements
- B. A few advertisements (1-3)
- C. Moderate amount of advertisements (3-5)
- D. All over the place (more than 5)

The following items pertain to alcohol warning signs posted *near the door or entrance*. **Check all that apply.**

- Age of sale warning (must be 21, do not sell to minors, ID required, We ID)
- Alcohol health related warnings
- Other: _____
- There are none

Inside

The following items pertain to alcohol warning signs posted *near the checkout or cash register*. **Check all that apply.**

- Age of sale warning (must be 21, do not sell to minors, ID required, We ID)
- Alcohol health related warnings
- Other: _____
- There are none



Addendum F: Off-Premise Alcohol Retailers

The following things pertain to alcohol advertising only *inside* the store. **Check all that apply.**

- Signs, banners, or posters etc. How many? _____
- Neon signs How many? _____
- Stand-Up cutouts/floor displays
- Inflatables
- Cold cans of beer on ice
- Cases of beer used for decoration
- Alcohol related merchandise other than drinks (koozies, ice chest, clothing, etc.)
- Employees wear clothing advertising alcohol (hats, shirts, buttons, patches, etc.)
- Other: _____

Overall, how would you describe the alcohol advertisement *inside* the store? **Circle the best answer.**

- A. No alcohol advertising
- B. Only in sections where alcohol is sold
- C. In other areas of the store
- D. All over the place

Is there advertising linking alcohol to sports? Yes No

Is there advertising linking alcohol to music? Yes No

Is there advertising linking alcohol to celebrations/holidays? Yes No

Restrooms

Are there alcohol related signs/advertisements in the restrooms? Yes No Did Not or Could Not Enter

If YES, where are they located? **Check all that apply.**

- On the stall doors
- On the bathroom entrance/exit door
- Near the sink/lavatory
- Other: _____

Are the alcoholic signs in the restrooms placed at eye level and hard to ignore? Yes No

Overall, what was your impression of the level of promotion of alcohol in this store?

Nonexistent							Excessive
1	2	3	4	5	6		7

Developed by REdS; altered by Texans Standing Tall; used with permission.



Addendum G: SIG Monthly Evaluator Interview of Environmental Strategies

Evaluator: _____

Coalition: _____

Date: _____

We will be asking you questions each month related to the efforts of your coalition to implement each of your proposed environmental strategies in the areas of Media, Ordinance/Policy Change, and Enforcement. The SIG RFP required that each coalition implement two strategies from each of the previously

MEDIA STRATEGY 1

The following questions pertain to your coalition's action with regard to _____ (proposed media activity)

Media Attempts

1. Has your coalition taken any action to implement this media activity in the past month? no yes If no, skip to Q4
2. Briefly describe the actions your coalition has taken in the last month to implement this media activity:
3. What is the next step that will occur in the implementation of this media activity? no additional steps are planned

Media Outcomes

4. Has any visible media event / article / distribution, etc. occurred during the past month as a result of (at least in part) your coalition effort?
 no yes If no, skip to question Strategy 2
5. Briefly describe the visible media event / article / distribution, etc.:
6. Have you documented this? no yes If yes, HOW?
7. How would you describe your coalition's role in bringing about this media event / article / distribution, etc.?
 coalition was the sole organization responsible for change
 coalition took the lead role in a collaboration
 coalition was only one member in a broader collaborative effort
8. Different levels of success may occur. Would you say that
 the objective of the planned media activity was fully attained (e.g event occurred, article appeared)
 the objective of the planned media activity was partially attained (e.g. poor turnout, short article)
Describe in a few words:



Addendum G: SIG Monthly Evaluator Interview of Environmental Strategies

MEDIA STRATEGY 2

The following questions pertain to your coalition's action with regard to _____(proposed media activity)

Media Attempts

9. Has your coalition taken any action to implement this media activity in the past month? no yes If no, skip to question Q 12

10. Briefly describe the actions your coalition has taken in the last month to implement this media activity.

11. What is the next step that will occur in the implementation of this media activity? no additional steps are planned

Media Outcomes

12. Has any visible media event / article / distribution, etc. occurred during the past month as a result of (at least in part) your coalition effort?
 no yes If no, skip to question POLICY CHANGE

13. Briefly describe the visible media event / article / distribution, etc.:

14. Have you documented this? no yes If yes, HOW?

15. How would you describe your coalition's role in bringing about this media event?

coalition was the sole organization responsible for change

coalition took the lead role in a collaboration

coalition was only one member in a broader collaborative effort

16. Different levels of success may occur.

Would you say that

the objective of the planned media activity was fully attained (e.g event occurred, article appeared)

the objective of the planned media activity was partially attained (e.g. poor turnout, partial article)

Describe in a few words:



Addendum G: SIG Monthly Evaluator Interview of Environmental Strategies

POLICY / ORDINANCE CHANGE ATTEMPTS **STRATEGY 1**

The following questions pertain to your coalition's action with regard to ____ (proposed policy change activity)

Policy Change Attempts

1. Has your coalition taken any actions to influence ____ (the referenced local organizational or governmental policy change) during the past month?
 no yes If no, skip to Q 4
2. Briefly describe what actions your coalition has taken in the last month to influence this policy implementation or change:
3. What is the next step that will occur in the process to implement or change the policy? no additional steps are planned

Policy Change Outcomes

4. Has any local organizational or governmental policy change occurred during the past month as a result of (at least in part) your coalition effort?
 no yes If no, skip to Strategy 2
5. Briefly describe the policy that was implemented or changed:
6. Have you documented this? no yes If Yes, HOW?:
7. How would you describe your coalition's role in bringing about this policy change?
 coalition was the sole organization responsible for change
 coalition took the lead role in a collaboration
 coalition was only one member in a broader collaborative effort
8. Different levels of success may occur. Would you say that
 the policy was completely implemented or changed in the way your coalition wanted
 the policy was partially implemented or changed in the way your coalition wanted
 the policy was not implemented or changed, but community awareness was raised due to your efforts. Describe in a few words:



Addendum G: SIG Monthly Evaluator Interview of Environmental Strategies

POLICY / ORDINANCE CHANGE ATTEMPTS STRATEGY 1

The following questions pertain to your coalition’s action with regard to _____(proposed policy change activity)

Policy Change Attempts

- 9. Has your coalition taken any actions to influence _____ (the referenced local organizational or governmental policy change) during the past month?
 no yes If no, skip to question Q 12
- 10. Briefly describe what actions your coalition has taken in the last month to influence this policy implementation or change:
- 11. What is the next step that will occur in the process to implement or change the policy? no additional steps are planned

Policy Change Outcomes

- 12. Has any local organizational or governmental policy change occurred during the past month as a result of (at least in part) your coalition effort?
 no yes If no, skip to ENFORCEMENT
- 13. Briefly describe the policy that was implemented or changed:
- 14. Have you documented this? no yes If Yes, HOW?:
- 15. How would you describe your coalition’s role in bringing about this media event?
 coalition was the sole organization responsible for change
 coalition took the lead role in a collaboration
 coalition was only one member in a broader collaborative effort
- 16. Different levels of success may occur. Would you say that
 the policy was completely implemented or changed in the way your coalition wanted
 the policy was partially implemented or changed in the way your coalition wanted
 the policy was not implemented or changed, but community awareness was raised due to your efforts.
Describe in a few words:



Addendum G: SIG Monthly Evaluator Interview of Environmental Strategies

ENFORCEMENT STRATEGY 1

The following questions pertain to your coalition's action with regard to ____ (proposed enforcement activity)

Enforcement Change Attempts

1. Has your coalition taken any actions to influence _____ (the referenced enforcement activity) within the past month?
 no yes If no, skip to Q 4
2. Briefly describe the actions your coalition has taken in the last month to influence enforcement practice:
3. What is the next step that will occur in the process to change or enhance this enforcement practice?
 no additional steps are planned

Enforcement Change Outcomes

4. Has any local organizational or governmental unit changed or enhanced their enforcement during the past month as a result of (at least in part) your coalition effort? no yes If no, skip to Strategy 2
5. Briefly describe the enforcement practice that was changed or enhanced:
6. Have you documented this? no yes If Yes, HOW?:
7. How would you describe your coalition's role in bringing about this change in enforcement?
 coalition was the sole organization responsible for change
 coalition took the lead role in a collaboration
 coalition was only one member in a broader collaborative effort
8. Different levels of change in enforcement may occur. Would you say that:
 the change in enforcement was fully implemented in the way you wanted it
 the change in enforcement was partially implemented in the way you wanted it
 enforcement didn't change the way you wanted it, but awareness of the importance of enforcement was raised

Describe in a few words:



Addendum G: SIG Monthly Evaluator Interview of Environmental Strategies

ENFORCEMENT STRATEGY 2

The following questions pertain to your coalition's action with regard to __ (proposed enforcement activity)

Enforcement Change Attempts

9. Has your coalition taken any actions to influence _____ (the referenced enforcement activity) within the past month?

no yes If no, skip to question Q 12

10. Briefly describe the actions your coalition has taken in the last month to influence a change in enforcement practice:

11. What is the next step that will occur in the process to change or enhance this enforcement practice? no additional steps are planned

Enforcement Change Outcomes

12. Has any local organizational or governmental unit changed or enhanced their enforcement during the past month as a result of (at least in part) your coalition effort? no yes If no, skip to question #

13. Briefly describe the enforcement practice that was changed or enhanced:

14. Have you documented this? no yes If Yes, HOW?:

15. How would you describe your coalition's role in bringing about this change in enforcement?

- coalition was the sole organization responsible for change
- coalition took the lead role in a collaboration
- coalition was only one member in a broader collaborative effort

16. Different levels of change in enforcement may occur. Would you say that:

- the change in enforcement was fully implemented in the way you wanted it
- the change in enforcement was partially implemented in the way you wanted it
- enforcement didn't change the way you wanted it, but awareness of the importance of enforcement was raised

Describe in a few words:

This concludes the interview. Thank you for your participation.

(Document found through Internet search of the title. Internet link references the SPF SIG Cross Site Evaluation Web site.)



Addendum H: Coalition Self-Assessment Tool

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

Completing this checklist will provide a general picture of the coalition's stage of development and may point out areas in which technical assistance, training, or other support is needed.

For each characteristic listed, simply put a check mark in the box that most appropriately indicates the presence or absence of the characteristic in the coalition you are assessing: Absent, Present but limited, Present, or NA (not applicable at this stage of development). If you don't know, or are not sure, if a characteristic is present, check Don't Know.

Please think about the coalition's vision, mission and goals , when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
1. The Coalition has a mission statement in writing					
2. The Coalition has goals and objectives in writing					
3. The Coalition periodically re-evaluates and updates its vision, mission and goals					
4. The Coalition activities are evaluated in relation to its vision, mission and goals					
5. Coalition members are committed to the coalition's mission					

Please think about the Coalition Structure and Process when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
1. The Coalition has by-laws/rule of operation					
2. The Coalition has an organization chart					
3. The Coalition has written job descriptions					
4. The Coalition has a core planning group					
5. The Coalition has committees					
6. The Coalition has processes for decision making					
7. The Coalition provides orientation to new members					
8. The Coalition provides training members as needed					
9. Leadership responsibilities are shared among coalition members					
10. The coalition is adept in acquiring resources					
11. Coalition members clearly understand their roles					

Please think about the effectiveness of the coalitions outreach and communication when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
1. The Coalition has a newsletter or another method of communication that keeps the community updated regularly and informed about coalition activities.					
2. Coalition members communicate well with each other					
3. Membership is broad-based (includes community leaders, professionals, grass-roots community organizers who represent the target channels and population, etc.)					
4. The Coalition has effective communication mechanisms					



Addendum H: Coalition Self-Assessment Tool

5. The coalition advertises its meetings with sufficient notice by sending out agendas in advance					
6. All residents are welcomed in the coalition regardless of income, race, gender, age or education level					
7. Everyone in your organization is treated equally					
8. Coalition members are recognized for their contributions					

Please think about the effectiveness of the coalition meetings when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
1. Coalition members feel free to speak at meetings without fear of being confronted for their views.					
2. The coalition accomplishes the meetings' agenda in meetings that start and end on time					
3. Meetings are held in a centrally accessible, comfortable place and at convenient times					
4. Coalition members are regularly involved in meeting and/or activities					

Please think about the following Stages of Coalition Development when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
Planning					
1. Each year, the Coalition develops a plan that includes goals and activities to accomplish during the year					
2. When the Coalition undertakes projects, it develops action plans that identify tasks, who will do them, and by what target dates					
3. Plans are based on research and capacity					
Implementation					
1. Strategies are implemented as planned					
2. The Coalition holds members accountable for completing assignments in a timely manner					
Maintenance					
1. Strategies are revised as necessary					
2. Financial and material resources are secured					
3. Numbers of members are maintained or increased					
4. Membership benefits outweigh the costs					
5. Coalition is accessible to the community					
6. Accomplishments are shared with members and community					
7. The Coalition keeps abreast of issues affecting communities across the city and state.					
Institutionalization					



Addendum H: Coalition Self-Assessment Tool

1. Your coalition works with other coalitions in the community on common issues, and with city-wide organizations that address critical community concerns					
2. Coalition's sphere of influence includes state and private agencies and governing bodies					
3. Coalition activities are incorporated within other agencies or institutions					
4. Long-term funding is obtained					
5. After each activity or project, the leadership or the committee evaluates how it went in order to learn from the experience					

Please think about the members of the Coalition when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
1. Coalition members have a variety of resources and skills to offer					
2. Coalition members assume lead responsibility for tasks					
3. Coalition members share the workload					
4. Coalition members feel a sense of accomplishment					
5. Coalition members seek out training opportunities					

Please think about the lead agency when answering the following questions	Absent	Present but Limited	Present	NA	Don't Know
1. _____ provides management-level commitment and support to the coalition					
2. _____ commits personnel and financial resources to the coalition					
3. _____ replaces agency representative if vacancy occurs					
4. _____ is skilled in writing proposals and obtaining funding/resources					
5. _____ communicates effectively with coalition members					

Do you like being a member of the coalition? Why or why not? Is there anything else you would like to share?
