

CoalitionsForYouthViolencePrevention

SynergyforSustainability

A Technical Assistance Resource



Relationships that Engage, Sustain, Unite and Link for Teams and Systems

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Synergy for Sustainability, a technical assistance resource was developed in response to interest expressed by grantee representatives of the SAMHSA Center for Mental Health Services Coalitions for Youth Violence Prevention Program. The Coalition grant sites are funded to build and strengthen coalitions within diverse communities aimed at reducing and preventing youth violence.

In many instances, these CMHS funded Coalitions are the driving force for comprehensive community, regional, and statewide initiatives for sustainable systems change and broad based prevention efforts on behalf of youth. The Coalitions have made significant progress in identifying and implementing plans for sustainability after the federal grant ends. While this document responds to a technical assistance interest of these grantees, it also provides others with valuable examples of sustainability approaches. These examples have been captured through the technical assistance work with the Coalition for Youth Violence Prevention Grant Program. The lessons they share have value across grant programs.

A unique feature of this CMHS/SAMHSA funded project is the support for the building of a coalition *infrastructure* that can effectively develop, implement and *sustain* evidence-based youth violence prevention efforts within the community. As distinguished from program or service based funding, Coalitions provide the *infrastructure* to enable the community to leverage resources and to creatively finance programs so that they are responsive to changing priorities and needs. Around the country, in the twenty-nine funded sites, these coalitions are breaking down barriers to create positive asset based comprehensive community prevention efforts. They are demonstrating “how it can be done” at both the Coalition level and at the program level. They have positioned themselves as the central place in their communities providing the link between State and local efforts for planning and implementation around prevention of youth violence. They are

integrally linked with other key prevention efforts, and have successfully utilized strategic approaches to generate and allocate resources to sustain those efforts that the community has determined are critical. They have achieved this by engaging a broad spectrum of the community at the policy, program, and individual levels. These key stakeholders have formed partnerships based upon shared values and principles to shape a vision for the community and strategically implement strategies that will effectively reduce and/or prevent youth violence.

In the partnership between CMHS and Georgetown University's Center for Child and Human Development, technical assistance focuses on facilitating opportunities to make connections and to draw on the knowledge and skills of the coalitions. In the *peer-to-peer* technical assistance model used by the program, the expertise comes from the field. Each community is unique, yet there is ample opportunity to learn important lessons and to adapt successful practices. Through dialogue, solutions can emerge for many tough questions faced during implementation. In *Synergy for Sustainability* we present stories and examples from the Coalitions for Youth Violence Prevention grant sites.

This resource is yours to use in building strong and sustainable community coalitions for youth violence prevention. It is not all encompassing, but we hope it will stimulate a discussion that will lead to effective problem solving. *Synergy for Sustainability* is a tool to help build the foundation that is necessary to ensure continuation of your Coalition for Youth Violence Prevention. We hope you find it useful.

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This technical assistance resource is designed as a tool to assist you as a Coalition for Youth Violence Prevention Grant Program representative with planning, implementing and sustaining community initiatives for youth violence prevention. It is hoped that you will find in this document examples from your peers in the Coalitions for Youth Violence Prevention program to enlighten and support your own efforts in this critical effort.

You will find the following sections:

- The Power of Coalitions
- The Sustainability Plan
- Tools for Success
 - ~ Children, Youth and Families
 - ~ Social Marketing
 - ~ Mobilizing Assets
 - ~ Data and Decisions
- Resources
- Grantee list

As you read through this document, you are encouraged to reflect, engage in discussions within your own community, and assess your own efforts. Coalition for Youth Violence Prevention grantee sites are listed in the back of this document. You may also contact Joyce Sebian, Sr. Policy Associate at Georgetown University's National Technical Assistance Center for Children's Mental Health for additional information.

We hope this technical assistance resource will help you create *results* that exceed your expectations. When communities are connected through trusting and purposeful relationships at the State and local levels, there is increased potential that both the Coalition and its efforts will be sustained. New and unexpected solutions are generated in response to identified and often-chronic community needs when the power of Coalitions is unleashed.



“Synergy”

The simultaneous actions of separate entities which together have a greater total effect than the sum of their individual efforts.

$$\text{Coalition / Collaboration} + \text{Cooperation} = \text{Sustainability}$$

Coalition

combination into one body: union

+ Collaboration

the art of working together

+ Cooperation

an association for mutual benefit

Sustainability

to maintain, keep in existence, keep going, continue

What are the elements that enable communities to sustain critical youth violence prevention efforts? What factors influence the ability of one community to move forward and sustain essential services and perhaps even extend and grow their efforts vs. another that ends abruptly after the federal dollars are complete. These are pressing questions of considerable concern to communities across the country. There is broad interest in the role that Coalitions can have in sustaining these complex and varied community efforts to promote healthy children and families and prevent or reduce youth violence.

The Coalition for Youth Violence Prevention Program provides numerous examples of the power that Coalitions can have when people join together, work effectively together and cooperate for a shared goal. Far beyond the perspective of maintaining funds for one program or another, sustainability reaches into the



essential way a community works and functions across diverse sectors. There is no simple blueprint for success. Coalitions that have demonstrated “synergy” illustrate how infrastructure is one of the essential elements that enable those priority efforts of the Coalition to continue and grow. They demonstrate that *“one plus one can RESULT in more than two”*. Coalitions facilitate the substantive changes in relationships, the development of true collaborative efforts, common vision and commitment that are the foundation for sustainability of youth violence prevention efforts.

Coalitions are organized in many ways to meet a wide variety of purposes. They vary in the levels of commitment and resources required of stakeholders. Community coalitions (at all levels) working to build capacity and achieve systems change require a long-term commitment to comprehensive efforts. At the core of the coalition building process are relationships built upon trust at the individual, program, and community and policy levels. The Power of Coalitions is unleashed when people come together with strong dedication to a common purpose in a trusting environment and a willingness to work hard through collaborative and cooperative endeavors to achieve solutions.

The work of building and sustaining the Coalition itself is challenging and is an ongoing developmental process. They have taken various organizational forms and structures including state Governors cabinet levels, State department levels, regional, local, urban, tribal entity etc. Coalition members face strong and numerous challenges and obstacles that are inherent in the process of organizational and community change. They have nevertheless influenced changes at fundamental levels within institutions and organizations and in the relationships among those organizations.

The coalition building process requires clear commitment and skill in effective communication, a vision, and a sense of purpose among key stakeholders. Broad representation and commitment in the community brings a shared voice



to diverse and often vastly differing perspectives. The process of coalition building is time consuming and demanding. Change involves conflict and stress and requires that long established boundaries and domains be shifted and rearranged. It can be difficult as there may be real and perceived losses. Coalitions can provide the infrastructure that that can meet the requirement for a long-term commitment to examining current practices and building relationships those open doors to meaningful reforms.

Several factors that guide effective Coalitions have been identified in the literature. The Coalitions for Youth Violence Prevention program sites have incorporated these elements into their infrastructure and the youth Violence Prevention efforts they seek to sustain. When these elements are strong, the likelihood of creating sustainable system change is increased. They include:

- **Community Risk and Resource Assessment:**

The community risk and resource assessment process allows a community to collect archival and survey data on specific risk factors in the target area. The Coalition analyzes the data and compares it to national trends. The Coalition also collects information on community programs and services and protective factors, which address those risks.

The data from the community risk and resource assessment provides a picture of the specific risks and resources and provides information for determining priority areas. It also provides baseline data for future evaluation of the effectiveness of the Coalitions work.

- **Target Population:**

Planning and decision-making processes are designed to involve representatives from the target population. Identification of target population is based upon comprehensive assessment of community risks and resources/assets. The Coalition analyzes the data and identifies priority areas and populations.



Coalitions engage families and youth in all levels of decision-making and utilize principles of cultural competence in the development of programs and services.

- **Strategic Planning:**

The strategic plan contains a shared vision, clearly articulated and agreed upon goals and objectives, performance indicators that demonstrate progress made in accomplishing the goals and objectives, action strategies, including violence prevention and resilience development programming, assignment of roles and responsibilities, and an agreed upon timetable and milestones.

- **Collaboration and Management:**

Written partnership agreements specify the authority, responsibility and accountability mechanism for each of the partners as well as the basis for ongoing relationships established for the partners. Agreements include documentation that partners have made a commitment for the long term. Key partnership agreements involve, but are not limited to, schools, mental health organizations and other child serving agencies

- **Financial Planning and Management:**

Financing agreements contain the specific provisions for investing resources in promotion and prevention programming for the foreseeable future. Agreements identify funding sources, necessary amendments to current spending plans, specific responsibilities for key partners/decision-makers, provisions for needed blending or pooling of multiple funding sources, and provisions for assuring fiscal accountability. Financing agreements include documentation of available funding resources at the State and local levels, and from private sources and the likelihood of investment of such funding in coalition-sponsored activities and programs

- **Standards, Monitoring and Evaluation**

Researchers have developed a considerable scientific knowledge base



regarding the fostering of resilience and the prevention of violence. Proposals and implementation of programs have a solid base of evidence of their effectiveness. Communities are committed to long-term implementation including establishing standards, monitoring and evaluation. Furthermore, the most effective interventions are those in which multiple systems are involved.

- **Data Collection and Reporting:**

Data is collected and reported is based upon clear goals and objectives of the coalition and its partners. Data is collected based upon what information stakeholders need and what decisions need to be made. Partners utilize the information to guide decisions, monitor progress and evaluate outcomes. The coalition provides information through regular reporting and dissemination to partners and the community to inform of progress and achievement towards desired goals and objectives.

- **Sustainability Planning:**

Successful collaborative efforts institute systems to sustain membership, resources and strategic planning for desired services and programs. The successful and sustainable coalition has matched its resource goals for financial, and human resources as well as in kind with short and long-range needs for meeting program goals and objectives. The coalition should be able to identify and respond to changing trends and issues and develop practical strategies for needed expansion.

The effective coalition is designed with attention to its purpose and constituency. It has put into place processes to assess itself and monitor the effectiveness of the coalition and it's work. Data and outcome information has value to its members. The sustained Coalition is nurtured through strategic approaches to address processes for communication, decision making, human resource needs, and other budget needs to address needs for maintenance or growth of the Coalition and its efforts. The Coalition that is able to mobilize and leverage



existing or new community resources for prevention requires strong leadership and a broad base of community support.

These elements influence the ability of any Coalition to move from an organizational structure for collaboration to a vital and dynamic collaborative and sustainable community coalition with complex and purposeful work growing out of varied partnership and collaborative efforts. Frequently, *Coalitions for Youth Violence Prevention Program* representatives report a sense of *momentum and power* that arises in those instances where individuals, programs, communities and policymakers begin a transition from program development to system development, from turf battles to shared responsibilities, from a service-driven approach to the delivery of family-centered services, from agency and organizational needs to community assets, needs and goals, and from individual vision to shared vision and mutual benefit.

When such a transformation takes place it leaves room for a fresh mind-set to develop among the Coalition members. The community deepens its sense of mutual trust and shared purpose. This new energy is described as a form of "synergy". As defined above, synergy is the simultaneous actions of separate entities, which together have a greater total effect than the sum of their individual efforts. Synergy can open doors to reveal unexpected resources and opportunities. These opportunities emerge from the growth of trusting relationships at all levels, fueled by the strength of a common vision, a strong sense of purpose, and a willingness to work hard. Successful and sustainable outcomes result when the gifts and talents of a community are engaged, from nurturing relationships among stakeholders, and from a shared commitment to a change that will benefit children and families.

Here are some examples where the energy of community collaborations has created transformations in communities:



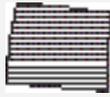
**Communities That Care Consortium
DeKalb County, Georgia**

· Articulating a shared vision

Many different groups have formed in DeKalb County. The DeKalb Communities that Care Consortium (CTC) is the first in recent years to bring all the groups to the table to look at differences and prevent duplication of effort in a nonthreatening manner. The consortium has become the impetus for service delivery for the county. As issues and crises have arisen among providers, the CTC has become known as the place to come to the table to plan and find resolutions. For a county of this size, this is a major accomplishment with implications for the long term.

This recognition by the community is not just a result of the many hours and hard work that have gone into the effort, it is a mental movement to think and act in a collaborative fashion, in a partnership, to ensure that children are served adequately.

The effort includes the acknowledgment that there are plans to serve children that need the support of the entire community. Placing each plan in one document as part of a larger plan for children and families has helped to stabilize the effort. The CTC does not duplicate, but includes, all initiatives, old, new, and yet to come. Many other relationships have developed due to this effort, and more are expected. The key to the process was to provide a nonthreatening, inclusive environment for all stakeholders. Acceptance and inclusion have been the most successful tools utilized in creating the CTC.



Early Start Program Wyoming

· *Engaging the diversity within communities*

The Wyoming Early Start program is designed to promote mental health and to prevent substance abuse, mental illness, and school failure, one child and family at a time. The program is now embedded into the system of care at the State level, and therefore has accomplished key elements needed for long term sustainability. When seeking State funding, it is important to become part of the system and to be accepted as a necessary service for children. Wyoming communities have come to realize that Early Start has a product they need—one that is making a difference for early childhood educators. Project staff members are training teachers to use an evidence-based intervention, including a screening tool, and are working hard to make sure families are involved as well.

The program has embedded itself in the system in a number of ways. This evidence-based program, Wyoming Early Start, was selected as the State's prevention program for the Coalition for Youth Violence Prevention. Several programs have adopted or required use of the Early Start program for sites they support or fund. These include: TANF At-Risk Preschool Program and the State substance abuse plan incorporates Early Start as a model for prevention and early intervention. The Wyoming Department of Education State Improvement Grant Program is funding implementation of Early Start in thirty preschool programs over the next three years as an integral part of the State's Kindergarten Readiness Initiative. More than 300 early childhood professionals have been trained in the use of science-based screening and intervention models. At-risk children in preschool programs and their families are receiving effective interventions before problems escalate for the children after they enter school.



Mental Health Network for School Success Ohio

- *Facilitating partnerships*

The Network is composed of provider organizations that have demonstrated effectiveness over time in serving the mental health needs of children and adolescents through school-based services. These affiliates promote school-based mental health services; provide technical assistance and training to school districts; and support community-based mental health agencies in designated regions. In early 2002, each of the affiliates also began to organize regional action networks to further increase capacity and expand school-based mental health services. These extended networks, composed of mental health board staff, Ohio Department of Mental Health personnel, Center staff, parents, and school personnel, meet at least quarterly to examine the needs of local programs, mental health boards, students, and families, and to develop strategies to coordinate service delivery. The original Network, now two years old, is fast becoming a network of networks.



Communities for Children, Maine

- *Leveraging resources to sustain prevention efforts*

Coalitions for Youth Violence Prevention Communities are part of a larger statewide children's initiative. Their broad based, asset driven approach towards youth development has become well known in the state. In 2000-01 and 2001-02, the three communities funded as Coalition for Youth Violence Prevention sites were able to use the infrastructure development resources invested by PRISM to obtain an additional total of \$5,124,882 in grant funding: \$2,354,252 for River Coalition; \$1,669,304 for Youth Promise; and \$1,101,326 for Capital Kids. PRISM sites were able to generate so much money because the federal grant funded people whose job it was to develop prevention infrastructure at their sites.



The Sustainability Plan

Planning to sustain the Coalition begins at the time the group is formed. In the process of developing a plan for continuation, the Coalition is forced to consider how current resources can be used most effectively and how new resources can be generated. A well-conceived sustainability plan responds to the priorities identified during the strategic planning stage and includes multiple strategies to generate sufficient resources to sustain the Coalition. A sustainability plan often generates a clear statement of the Coalition's understanding of community needs and its priorities for meeting those needs. This statement can then become the basis for a consistent message to use in communicating with funding sources other organization. Anticipating the transition from initial Federal, State and foundation grants to other sources of funding also has the effect of keeping the Coalition focused on its highest priorities.

The Finance Project, a nonprofit organization based in Washington, DC, has developed a self-assessment process that can assist other Coalitions in taking steps to develop and implement an effective sustainability plan. The Sustainability Self Assessment is intended to help program developers and community leaders who are working to sustain comprehensive community initiatives assess their progress and identify areas that need additional attention, resources, or technical assistance. It is a tool that can guide decision-making and can assist the Coalition to identify organizational strengths and areas for continued planning in order to expand capacity and respond to community needs.



Key Aspects of Sustainability

- Decide what your Coalition wants to sustain
- Develop a results orientation
- Identify, develop, and pursue a variety of financing options
- Adapt to changing conditions
- Develop a broad base of community support
- Develop key champions
- Develop strong internal processes and controls
- Develop a Sustainability Plan

-The Finance Project

Leaders should discuss how the Coalition will examine the key aspects of sustainability and then develop and facilitate a thoughtful planning process with key stakeholders. The decisions and priorities that result will form the basis for the sustainability plan. The Sustainability Plan will then serve as a blueprint to outline the Coalition's shared understanding of direction and purpose. It will also identify the resources required to bring the Sustainability Plan to fruition. The Sustainability Plan can significantly influence and strengthen financing proposals and other traditional and nontraditional possibilities for obtaining resources for the support of Coalition projects and essential infrastructure.

Always adaptable, Coalitions for Youth Violence Prevention determine what they want to sustain and put their efforts to work:



Our Community Keeping Drugs Out Coalition Yellowstone City and County, Montana

- *Developing a broad base of community support*
- *Developing key champions*

Always mindful of the issues inherent in sustainability, grant personnel took a grassroots approach to strategic planning. They engaged the community and



became involved, earning trust and building support starting at the grass roots level. This approach has two advantages: 1) it brings to light all the community stakeholders, and 2) in the long run, it builds community ownership. The disadvantages are that "1) it is slow, and 2) it is slow". However, no other approach could work in this Western City. There is a frontier culture here at the foot of the Rockies that values independence above all and is more than a little suspicious of any form of centralization or control.

All the outreach and trust building has begun to establish a network of relationships and continuity from one agency or group to the next. As a result, the Coalition is beginning to see accomplishments. There has been a change in the community's perception of the need for coordination, its willingness to collaborate, and its willingness to commit resources. Visits with local professionals revealed that more than one group was engaged in strategic planning for the community, regardless of the fact that only one community group had strategic planning as a stated part of its mission. Now the community is asking the Coalition to write a strategic plan, and stakeholders are eager to merge existing coalitions so they can move toward coordinating with one another. Stakeholders are also ready to talk about funding.

The strategy that has allowed us to bring groups together is, first, listening to the community and valuing the perspectives that emerge. Second, it was necessary to find common ground among the groups. Everyone wants a better Billings. Everyone wants a healthy environment in which to raise children. Everyone wants a better economy. From there it was a matter of determining how.



Community Youth Mental Health Prevention Nevada

- *Deciding what the Coalition wants to sustain*
- *Developing a results orientation*

Thirteen coalitions in Nevada are collaborating to address the issues of youth violence, mental illness, and substance abuse. Twelve of the 13 have incorporated or are in the process of incorporating as 501(c)(3) organizations. The coalitions serve 16 of the 17 counties in Nevada. Twelve coalitions have completed training in Communities That Care community planning and are at various stages in the community development and prioritization process. Archival data and community focus group data are being analyzed to identify risk factors and protective factors prevalent in individual communities. Comprehensive Community Prevention Plans are being created with input from key stakeholders and prevention service providers.

A statewide Coalition Partnership has been established with support from three lead state agencies that address youth issues; the Bureau of Alcohol and Drug Abuse, the Office of Juvenile Justice Programs, and the Division of Mental Health, Developmental Services. All Coalitions are represented in the statewide partnership and are working to develop a statewide plan that will reflect individual counties and the state of Nevada.



Youth Continuum of Care North Carolina

- *Developing a broad base of community support*
- *Developing key champions*

During the past year, the Youth Continuum of Care (YCC) has further engaged the service community in New Hanover County to meaningfully commit to the work of the Coalition, and has persuaded the county government to champion



the project as it moves from planning to implementation. The YCC developed a service provider survey, conducted focus groups in different demographic segments of the county, and analyzed county needs assessment data. The material has been synthesized into a Year One Report that details themes and similarities identified by the YCC's research.



Tacoma-Pierce County Washington

- *Identifying, developing, and pursuing a variety of financing options*
- *Adapting to changing conditions*
- *Developing a Sustainability Plan*

A number of plans have been initiated in support of violence prevention infrastructure and programs by the Tacoma-Pierce County Coalition in the region around Tacoma. One supporter of these plans is PRISM, a University of Washington program initiated by faculty and staff. Their goal is "to develop and sustain a dynamic and integrated understanding and description of the environmental and societal factors that will shape the Puget Sound region."

Pierce County Violence Prevention sales tax dollars have been allocated to support the infrastructure and programming for eighteen months. Assuming positive outcomes and cost efficiencies, those dollars should continue to flow into the program in coming years.

Community level coalitions have formed in relation to the countywide Coalition. The local coalitions are committed to the development of their own sustainability plans that will leverage resources for local programs and purposes. These resources would contribute a minimum of approximately one-third of the overall county Coalition budget and bring resources to local communities to meet their identified needs.



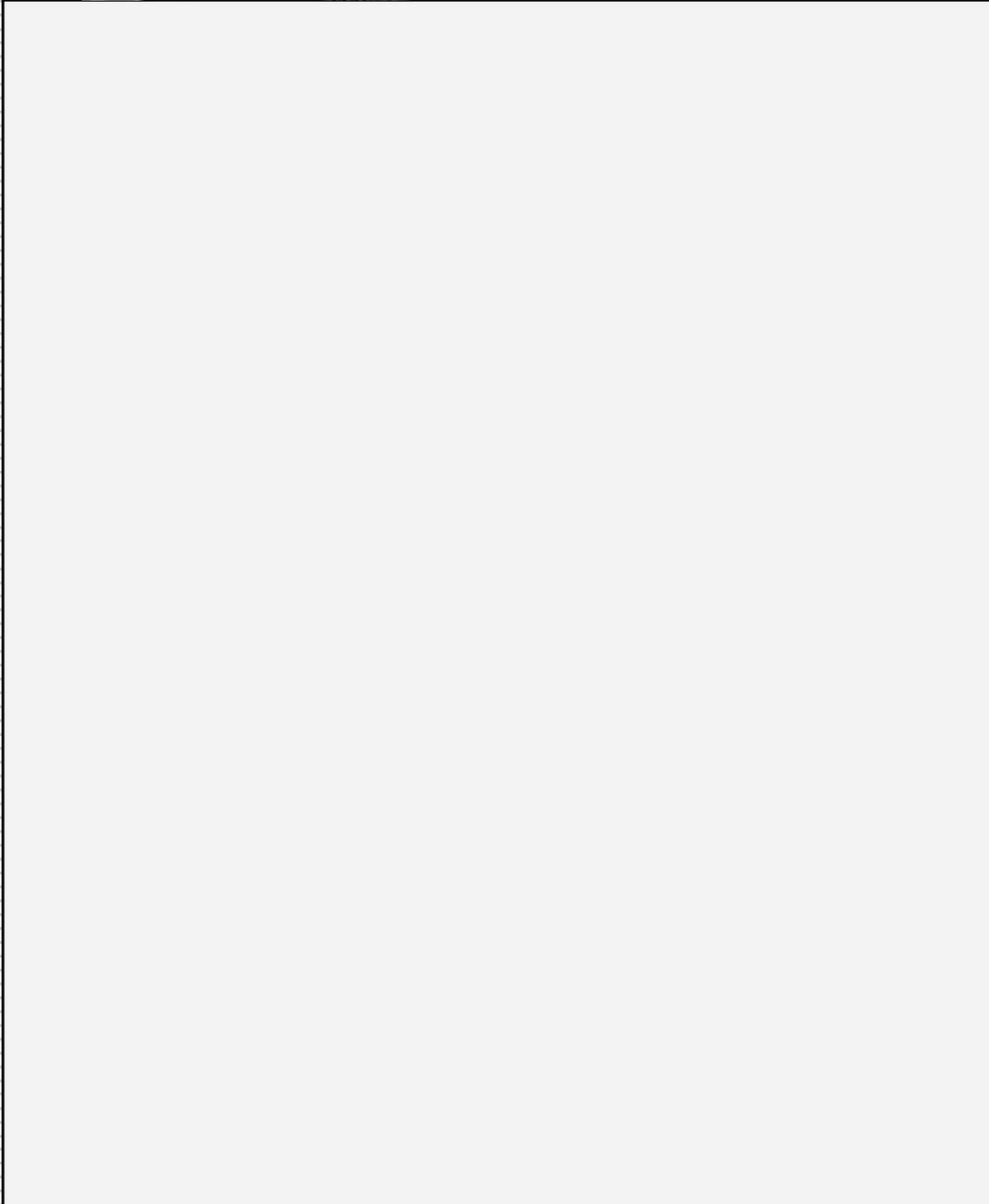
The Tacoma-Pierce County Coalition involves youth and families recognizing that they are integral to the Coalition's sustainability. The Coalition wants to be sure that data gathered reflect the outcomes of interest to families, so families themselves helped to develop the questionnaire. Results from a focus group revealed that many cultural groups did not understand the questions, so they were reworded to be understandable to all parents, regardless of differences in cultures and educational levels.



Partners for Teen Suicide Prevention Colorado

- *Developing key champions*
- *Developing a Sustainability Plan*

At the State level, the task force has remained stable over time, and participation is fairly consistent on a monthly basis. There is a core group of individuals who have made a commitment to youth suicide prevention activities after the grant funding period ends. Barriers and challenges for this group have included defining an ongoing role in youth suicide prevention activities outside the scope of the grant; obtaining consistent participation from youth; and trying to balance the goals of the project at State and local levels.





Children, Youth, Families

Families and youth live and work in the community and are consumers of community services. They have contact with agencies, schools, service providers, and public/private entities. Youth and family leadership is essential to the integrity and success of the Coalition's efforts. Youth and families provide a unique perspective that reflects the cultural and ethnic diversity within the community. Families and youth are frequently among the most ardent champions for the efforts of the Coalition and are effective resources for marketing prevention efforts. Youth and family help the Coalition mobilize a broad base of community support and involvement. Youth and family leadership in the Coalition's decision making strengthens the likelihood that the community's assets are fully utilized and that the Coalition is responsive to changing community needs.

Successful and purpose-driven Coalitions reflect their community through the diversity of their membership. Youth and families partners ensure that the Coalition's efforts remain grounded in up-to-date information and "real life" experience. Youth and Family partners are key to the ability of the Coalition to reflect and respond to the cultural and ethnic diversity of the community. The Coalition attends to and works diligently to ensure the development of processes that fully engage children, youth, and families as valued members and shared decision-makers and leaders. By honoring the unique contributions of each youth and family partner, the Coalition strategically ensures responsiveness to diversity in the cultural, economic, and linguistic characteristics of its youth and family partners.

Youth and family "stories" are extremely powerful in communicating the Coalition's message to the larger community. The knowledge and experience that youth and families provide are a valuable resource for marketing and outreach on behalf of the Coalitions efforts regarding youth violence prevention as well as about the



value of individual programs and services. They have a unique perspective on these programs and on the effects of policies.

There are mutual benefits when youth and families are involved with the Coalition.

Benefits to the Coalition

- Diverse views and perspectives guide system development.
- Ownership by youth and families of Coalition mission and activities.
- The community is informed and knowledgeable about issues
- Expertise of families and youth provides instant feedback regarding the system.
- Youth and families recruit new members and partners.
- Youth and families publicize the work of the Coalition.
- Services are more coordinated and responsive to families.

Benefits to Youth and Families

- Learning leadership skills: preparing for a meeting, planning a meeting, developing an agenda, mediation, resolving conflict and developing policy.
- Training in areas such as community development, youth violence prevention, media relations, governance, child advocacy, legal rights, mediation and negotiation skills, communication skills, and public speaking.
- Improving skills and knowledge so that youth and families can navigate the system with greater success.
- Increasing efficiency and effective use of resources in order to improve and expand the services offered to youth and families.



Programs that work have everything to do with the program deliverers and much less to do with the program itself. Unless programs are in the hands of people who know, understand, and appreciate youth, the curriculums-even model programs, evidence-based programs-will not work.

The key is to focus on kids' strengths and assets, not their problems. Find, and focus on, children's gifts and talents. For example: an 8-year-old child of a single parent was unable to get to school on time. Most school personnel wanted to know what was wrong with the child, but one staff member had a different idea: to identify something that was right with the child (i.e., he liked to read to kindergartners). So the school purchased an alarm clock for the boy and taught him how to use it. They told him his first job upon arriving at school was to read to the kindergartners and that the children were depending on him. He hasn't been late since!

- Clay Roberts, SEARCH Institute

The following stories illustrate the benefits of youth and family involvement in achieving sustainability for the youth violence prevention agenda within the Coalition. Here are some voices of youth and families that are being heard in Coalitions across the country.



**Ben, Youth Representative
Care Team, Ohio**

- *Youth and families publicize the work of the Coalition.*
- *Learning leadership skills*

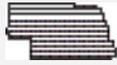
We learned how to work as a team. Most of us weren't friends before, and we've developed many friendships. I learned self-esteem and how it will help me achieve my goals in life, and we all learned about the effects of alcohol, tobacco, drugs, and violence.



**Anna, Youth Representative
Youth Power
San Francisco, California**

- *Learning leadership skills*

Being on the inside (i.e., as part of the organization not just a target of its services) provides a better understanding of the ways things really work, and helps youth develop skills in public speaking, group facilitation, meeting planning, etc.; and teaches the importance of asking questions and learning from feedback.



Skye, Youth Representative
Omaha Community Partnership, Nebraska

- *Learning leadership skills*

We learned how to work together and to put many ideas together; I learned how to be a leader.

A goal of the Omaha Community Partnership (OCP) is to empower youth in the prevention of risky behaviors by establishing an OCP advisory board to help implement the plan and collaborate with existing youth groups. In addition, a goal is to form an OCP youth group advisory team or task force to present messages regarding youth violence, substance abuse, and mental health issues to other youth through the media. These undertakings are being carried out by the OCP Teens Telling the Truth youth advisory board. The group is made up of area teens, which have written a mission statement and have set goals and objectives to develop a public awareness campaign.



Capital Kids and Augusta Communities for Children
Communities for Children, Maine

- *Improving skills and knowledge so that youth and families can navigate the system with greater success.*

A young man named Bob, 16, began coming to The Edge, a Coalition developed youth center, shortly after we opened up, in part because I knew him from Cony High School, where I met him when I was subbing as a guidance counselor. Bob had no direction and was failing everything academic, although he was very bright. Over the past two years we've seen him through many crises, moves with his mom, and getting involved with bad things, albeit briefly. We were on top of it and caught him soon after he started smoking pot. There were more school failures (although not as bad each time). Bob kept coming down to the Edge and we kept saying, hi, how are things going? He kept telling us. Every week he would watch



the break-dancers and eventually he became involved with them. During the past year, Bob has become one of the best, has coached classes at Gardiner Area Boys and Girls Club, and actually passed his school classes this year. In the course of events, he participated in a discussion group sponsored by the County Extension, giving voice to issues faced by youth in the city today. Bob did so well, he was invited to the statewide conversations in Portland and after that, he earned a trip to Washington, DC to represent Maine in the national discussions!! He decided that he really likes talking and is thinking in terms of a career that involves verbal skills. Bob has watched one of the staff (age 24) decide to return to school to become a lawyer, and he thinks that might be a direction for him. He is even doing IQ tests online! All at once, he realizes the value of learning and education, and I am thankful he came to us when he did.

Maine Communities for Children is working with Coalitions throughout the State to provide a continuum of services for children up to age 18. Staff members market the products developed by the youth. They utilize the news media to pitch positive stories about youth work in the community and how youth and young adults are giving Maine promise. Along the way, those involved in the project have learned the importance of a diversified funding base.



Family Advocate

Tacoma-Pierce County, Washington

- *Ownership by youth and families of Coalition mission and activities.*
- *Expertise of families and youth provides instant feedback regarding the system.*
- *Services are more coordinated and responsive to families.*

The project requires the active participation of parents and families whose



perceptions of evaluation and desirable outcomes differ from those of evaluators. Families look for evidence that their child has a friend, a peer with whom they can relate; a reduction in in-home conflict; improvements in the parents' coping skills, especially the ability to deal with challenging children; evidence that the child has a sense of belonging and a feeling of success in school; a person at the school who really cares about the child; some type of vocational plan before the child leaves school; and a sense that their children feel they belong in the community.



Coalitions for Prevention Central Florida

- *Improving skills and knowledge so that youth and families can navigate the system with greater success.*
- *Diverse views and perspectives guide system development.*

In Orlando we started working with the 40 Developmental Assets program from a cultural perspective so we could help youth cross barriers to find more similarities than differences.



Kid Sense Violence Prevention Project Oklahoma

- *Learning leadership skills: preparing for a meeting, planning a meeting, developing an agenda, mediation, resolving conflict and developing policy.*
- *The community is informed and knowledgeable about issues*

The goal of the project is to expand the target area of the Kid Sense Violence Prevention Project and the Kid Sense Alliance into a two-county collaborative group working to promote youth mental health and to prevent youth violence and



substance abuse. We have worked diligently to involve a broad spectrum of people from the two-county area and to create a strategic plan.

As part of the strategic plan and the ongoing project, Second Step (a series of violence prevention curricula) is now being utilized throughout the largest public school system in the two-county area, which serves 12,511 students. The first through eighth grades are taught Second Step. Five hundred people have been trained to teach the Second Step curricula, and the Project placed Second Step curriculum kits in the Pioneer Library System, which serves Cleveland, McClain, and Pottawatomie Counties. Those trained as teachers of the model include high school students, who are recruited to teach the lessons to younger children. In one successful collaborative project, the Cleveland County Sheriff's Office deployed a Drug-Free Royalty program in which high school and middle school students from two school districts were crowned Drug-Free Queens, Kings, Princesses, and Princes. The Drug-Free Royalty were all trained in the Second Step model, and several of them taught Second Step after school to students who participate in the Neighborhood Centers Program. This allowed the Royalty to serve as role models for younger children who were selected based on high levels of risk for violence and substance abuse.



Social Marketing

Social marketing is a valuable tool for your Coalition and its efforts in the community. It can help your Coalition sustain priority programs as well as sustain the Coalition and its role as a key organization that supports and fosters the processes of collaboration and partnership development among key stakeholders. Whether you are focusing on the broad prevention efforts of the Coalition, or that of a particular program, social marketing can help your youth violence prevention efforts. Social Marketing can take the message of the Coalition into the community. When the community understands and can articulate your prevention message, you can develop and broaden your base of support. You can generate new resources, re-deploy existing resources, and identify and support champions for the work of youth violence prevention.

What is Social Marketing?

*Social marketing is the application of commercial marketing technologies to the analysis, planning, execution, and evaluation of programs designed to influence the voluntary behavior of target audiences in order to improve their personal welfare and that of society. Andreasen (1995) offered a formal definition in his book, *Marketing Social Change*:*

Social marketing in the context of the Coalition for Youth Violence Prevention Program is relevant at a variety of levels within the community. Since the marketing strategy focuses upon changes in behavior, it is important to identify a target for your marketing efforts. Who and what behavior do you want to influence? *Ex. A youth demonstrate less risky behavior and healthy behavioral choices. Programs blend funding to create a seamless system of services. Policies are created that support youth employment opportunities. Resources are generated to support programs and services.*



As a tool to influence the voluntary change of behaviors of individuals, you may be familiar with marketing campaigns addressing changes in smoking, eating habits, bullying, violent and other risk behaviors. While social marketing is a relatively new phenomenon it has already shown that it can be highly effective. It is not without controversy however. Clearly, we are familiar with how commercial marketing can influence our decisions daily through the products we purchase i.e. cars, shoes, laundry detergent, and entertainment. The introduction of social marketing represents a shift in thinking for many rooted in the not for profit world. In some instances, the culture of the not-for-profit world may even resist such entrepreneurial like strategies. Social marketing is not, however, carried out for commercial gain or for the benefit of the sponsor. Social marketing relies on the power of marketing principles to revolutionize the way we live and has the potential to enhance youth violence prevention efforts.

Where to begin? When considering the steps to take in development and implementation of a social marketing campaign, many from the not-for-profit arena you may find that you can benefit from professional assistance in the design and implementation of an effective social marketing campaign. It is extremely important to identify a professional that is a good match with your organization and one who understands and can communicate your message. As you begin your initial research, you will want to carefully assess the skills and resources that are available within the community. Look for partnership opportunities in putting Your Coalition may identify business partners to collaborate in getting the message to the community and other target audiences.

Each Coalition must determine individually the key partnerships to be forged. Each Coalition must know who shares common goals and interests. In addition for youth and families, these may include representatives from juvenile justice, child welfare, mental health, and education agencies and so on. Include family organizations, faith based organizations, business and civic groups in the community. These stakeholders--administrators, policy makers, community



leaders, families, and advocates—can change policies, pass legislation, and help improve conditions for youth and to prevent or reduce youth violence.

A wide variety of strategies contribute to effective social marketing. Consider the following: are your messages accepted or considered? This often depends on whether the consumer perceives them as:

- a) Beneficial
- b) In accordance with their needs and values
- c) Easy or difficult to understand or adopt
- d) Can try the behavior
- e) Feels that the results of the trial or acceptance are viewed positively by their peers.

Outreach through written materials such as brochures, pamphlets, magnets, cards, etc.; the use of television, radio, and print media; speaking at trade shows, community expos and other events; joining local boards and committees; and participating in social and business networking organizations. Through networking, you can identify people and organizations to whom to further target your marketing efforts.

Enlist the aid of local service groups and affinity organizations such as Scouts, Kiwanis, Rotary, Junior League, Chamber of Commerce, Business Roundtable, American Association of University Women, and faith-based organizations. Match your identified resource needs with the interests and talents of individuals, and approach them directly. Recognize the contributions of politicians, community leaders, Coalition members, volunteers, and consumers through events and awards reported by local media.

If sustainability of the Coalition and its youth violence prevention efforts including programs and services is the goal for a given social marketing approach consider



the following:

- create the “retail outlets” to “sell” the issue of youth violence prevention through outreach and marketing through involvement of key stakeholders and audiences
- develop a “sales force” to sell the issue to policy makers, the private sector, and the general public through your coalition.

Consider the following four “P’s”:

1. **Problem:** *Youth Violence ex. gang violence, youth access to guns, suicide, drug use and failure in school etc.*
2. **Product:** *the nature of the behavior to be promoted*
3. **Place and Promotion:** *the ways in which it will be delivered (the Place and the Promotion)*
4. **Price** *the costs that the consumer perceives they will have to pay to undertake it*

The results based environment of today's nonprofit world challenges us to demonstrate changes in the behavior of others. The evidence is clear. **Youth Violence Prevention works!** Social marketing draws on the strategies and principles of marketing to promote and strengthen youth and families and to prevent youth violence. It is a concept whose time has come!

Coalitions for Youth Violence Prevention programs have implemented effective social marketing campaigns.



Here are some examples:



Coalition for Child and Adolescent Mental Health
Boston, Massachusetts

- *Boston has created "retail outlets" to "sell" their message*

The Boston Coalition for Child and Adolescent Mental Health has undertaken several projects intended to address the stigma associated with mental health problems, one of which is a public information campaign called Talk. The campaign addresses youth and their parents and other caregivers through posters, postcards, movie slides, billboards, and radio public service announcements (PSAs). To date, the Coalition has distributed 500,000 postcards across 300 venues and 1,100 posters to 550 organizations, physicians' offices, and faith-based centers. In addition to partnerships with youth and family organizations and state agencies, we work with music stores, movie theatres, and comic book stores to reach young people. The partnership with area movie theatres to display slides during movie showings reaches approximately 175,000 people each month. Through several focus groups, youth, parents, and providers let us know that the postcards and posters are opening opportunities for dialogue on mental health issues. The Coalition receives more requests for our postcards than we can fill.

We have launched a companion website at www.talklisten.org that provides information for both parents and teens on a variety of topics. What is most exciting about the site is that teens wrote the teen section and parents wrote the parent section. Separate areas for parents and teens have allowed the website to address the distinct needs and questions of both groups.

The Coalition has developed an information booklet for families called *Making Sense: A Parents' Guide to Mental Health Resources for Their Child*, to be



released in September 2002, with a Spanish translation available by late November. We hope this resource will make it easier for parents to access and navigate the mental health system successfully on behalf of their children.

Training courses are available to youth workers on mental health, and additional training will be provided to students and parents in the fall of 2002.

We have been fortunate to develop relationships with several statewide partners. Children's Hospital donated four billboards for the anti-stigma campaign, as well as funds to print additional copies of the Spanish version of the Parent Guide. Our partnership with the Parent Professional Advocacy League (PAL), the statewide organization representing parents, has enhanced the development and dissemination plan for the Parent Guide to reach a broader base of parents. Our partnership with a local radio station, WBOS, led to the development and airing of radio PSAs for the campaign. We are in negotiations with a health insurer to disseminate our information throughout the state.

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Communities for Children Maine

- *Maine has created a “sales force” to sell their message about youth violence prevention to policy makers, the private sector, and the general public*

Youth participants do not consider what they do to be marketing; rather, they are educating. Activities include tutoring, mentoring, participating in drug prevention teams, publishing local newsletters about teen issues, developing an art show (Expressions of Abuse) for display in schools. Appearing on local television and participating in panel discussions can publicize how the project helps youth to connect in a positive way with younger children, peers, and adults—including people in power.

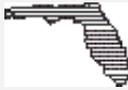
When working with youth it is important to figure out how to communicate successfully. The local Coalition director approaches young people with a question such as “So what’s right with you?” By focusing on the positive, she relates well with youth and makes them feel valued.



Omaha Community Partnership Pact II Nebraska

- *Nebraska has created a “sales force” to sell their message about youth violence prevention to policy makers, the private sector, and the general public*

The Omaha Community Partnership assembled a ten-member youth group from all across the city. The Mayor appointed the youth to the Teens Telling the Truth advisory group, which is currently working on a public awareness campaign promoting mental health awareness, substance abuse prevention, and youth violence prevention.



Coalitions for Prevention Central Florida

- *Central Florida has created a "sales force" to sell their message about youth violence prevention to policy makers, the private sector, and the general public*

The Orange Public School System invited us to participate in a project called The SAFE Family Reader, to be included in a Central Florida newspaper sent to every family and child in the system (150,000 students). There have been four editions so far with articles on ICPS, the Assets, and other topics, and featuring bilingually produced articles (English and Spanish) for each edition.

Cultural Diversity Activities and Events. The Coalitions for Prevention worked with several agencies and organizations to increase awareness of mental health issues and of violence and substance abuse prevention through cultural events such as

- Annual American Indian Association Powwow
- Annual African American Men's Health Summit
- Annual African American Crossing Bridges Teen Summit
- Building a Safe Community Day (Orange County Public Schools)

Among other significant events are National Make a Difference Day, targeting youth from the Hispanic migrant worker community and training them to become peace ambassadors in their community. Hispanic youth from a local middle school formed an I Can Problem Solve (ICPS) and 40 Developmental Assets group to train a core group of students. This core group has decided to build another group during the next school year to train in ICPS and the Assets.

Public Awareness. A youth committee developed an information kit that included everything from self-esteem to conflict resolution to assets. The package is called



the Survivor Pack and it includes two promotional items, one a stress reliever key chain called the Funky Stress Guy and the other the Funky Pen/Duster with a head of wild blue hair!

- *Central Florida created "retail outlets" to "sell" their message about Youth Violence Prevention.*

The Coalition is sponsoring a statewide mental health awareness campaign consisting of billboards in six target cities in Florida. The bilingual billboards show faces (crossing gender, age, and cultural identity) and the words "One in five people suffers from a mental illness. Can you tell which one?"



Mobilizing Assets

A focus on available assets, driven by relationships rather than by needs or deficiencies, enables the Coalition to tap into the strengths of individuals and associations and to engage local decision makers for services and support. Mapping these assets in the community is a process that can help the Coalition take advantage of community resources not identified during a traditional problem-focused needs assessment. Indeed, the process of mapping often surfaces resources that were previously unknown. The shift in thinking from deficits to strengths is a power shift in thinking that has longer-term impact upon the community and individuals within. Authors John L. McKnight and John P. Kretzman have written extensively about community asset mapping in their publication *Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community's Assets*.

It is the unleashing of the capabilities of the community in support of your Coalition's vision that is the key to sustainability. McKnight and Kretzman have designed a mapping process to reveal the strengths of individuals, associations, organizations, and institutions in what they call asset-based community development. The process ensures that the capacities inherent in local resources are identified and can be enlisted to achieve the goals and objectives of the Coalition. Each individual, group, organization, and neighborhood has resources to contribute. The Coalition then provides education to strengthen the resources at its disposal.

The locator directory, a tool of the mapping process, helps to identify available resources. A Coalition might decide that resources are needed to renovate a space set aside for a youth center. The locator directory helps the Coalition leadership match resources with identified community assets, business assets, educational assets, etc., such as a local association willing to sponsor a fund drive to raise dollars and a local developer who will donate services and materials for the renovation.



A locator directory is most effective when individualized to the goals and objectives of the Coalition. It is not a static document, but instead reflects the changing needs and resources of the local community. Coalitions might consider the following sectors as a starting point for a locator directory: business, education and schools, the faith community, foundations, government, local community leadership, youth, and family.

Locator Directory: Individual Leadership Capabilities

Name	Specialized skills (art, writing, carpentry, etc.)	Business community contacts	Grant writer	Key association member	Personal stories & experiences	Faith community leader	Youth leader
John Washington							
Marta James							
Lisa Montierrez							

Mapping Organizational Assets

Resource or organization	Knows early childhood & daycare community	Provides developmental screening	Contacts with parent of young children	Provides training and education on child development	Meeting space	Evaluation research
Family Day Care Assn						
Rehab Agency						
Local School Bd						



Mapping Institutional Assets

Resource or organization	Direct services	Media contacts	Funding sources	Marketing expertise	Volunteers interns graduate students	Donate supplies, equipment	Information technology	Evaluation research
Family Day Care Assn								
Rehab Agency								
Local School Bd								

Mapping In-Kind Resources

Most Coalitions greatly appreciate donations of time and services and the loan of space and materials to sustain their work. A Coalition also values the contributions of time and expertise made by board members, Coalition partners, families, professionals, and business and professional organization members who serve as volunteers. Using the model to document in-kind services as a portion of the total program cost serves to inform those individuals and organizations that their contributions are valued.

Tips for Mapping

- Think broadly and innovatively.
- Identify individuals, groups and organizations with a potential interest in the Coalition's work.
- Identify assets that can support the Coalition's goals, such as skills, knowledge, and funding.
- Identify areas that overlap across the maps.
- Develop strategies to connect individuals who have shared interests.



Supporting the Coalition Infrastructure

The Coalition's plan for sustainability must take into account the resources needed to sustain priority programs and services as well as the resources, both fiscal and in-kind, needed to maintain and possibly expand your Coalition's organizational structure. The infrastructure of the Coalition may need to support such organizational functions as data collection, communication processes, development and maintenance of mailing and e-lists, equipment needs, meeting space and other. Effective operation of the Coalition requires both human resources and appropriate budget for identified needs such as salaries and non-personnel costs, such as office space; neighborhood based meeting spaces, equipment and supplies. Job descriptions of key coalition staff will address all the variety of functions that are needed to support the work of the Coalition. Ex. recruitment, training, and support to membership, education programs, administration, fundraising (grants and other financing), awareness of partnership possibilities, meeting planning, committee activities, and, leadership and capacity building activities.

In generating a sustainability plan, it is helpful to answer the following questions:

- Are roles and responsibilities written, available, and understood by partners or members?
- Is there a written partnership agreement or membership agreement?
- Is there an organizational chart or list, and does it reflect reality?
- How are decisions made? Are the members satisfied with the decision-making process?
- Is there a long-term resource development plan? A short-term resource development plan?
- Do these plans include funding, in-kind contributions, and other non-human resources?



Here are some stories from Coalitions that have become integral to their communities.



**Youth Power Coalition
San Francisco, California**

- *San Francisco has mobilized community assets by engaging Youth from area neighborhoods and developed strategies to connect individuals who have shared interests:*

Youth are the pivotal element in the Youth Power coalition in San Francisco. Youth Power originated with two neighborhood groups and then spread to other communities. The organization employs two youths from each community, and the teens themselves developed surveys, engaged in a community mapping activity, and conducted interviews with neighborhood-based agencies. Based on a review of best practices and of the data gathered, Youth Power staff recommended prevention activities. Neighborhoods were polled for their reaction, and the oversight committee was tapped for support and funding sources. Community action teams were established and received \$5000 grants to implement the recommendations.

Community capacity has been increased by employing youth, by providing stipends and incentives, and by enhancing their leadership and organizational skills. Youth were involved in creating the survey tools and in exploring and responding to the recommendations. The community action teams' leadership in interpreting and implementing the recommendations has further enhanced community capabilities.

Youth Power has been working closely with other coalitions in obtaining grants to fund the recommendations. City departments have shown improved trust and closer working relationships among themselves since the Youth Power coalition



and the other related Coalitions began their work. There have been positive results from the groups' joint grant writing efforts, pooling of funds, and efforts to systematize funding by different city agencies.

Youth Power staff members have developed an array of new skills (planning, organizing, computers, etc.) and many have enrolled in college. Youth involved in the Chemical Awareness Treatment Services (CATS) program have improved their critical thinking skills and expanded their perceptions from a narrow project or program viewpoint to include ideas about broad policy and long-term change.



Early Childhood Violence Prevention Project Lexington (Fayette County), Kentucky

- Kentucky has identified individuals, groups and organizations with a potential interest in the Coalition's work to prevent youth violence and has identified areas that overlap across the maps.

The early childhood home visitation team has developed trusting relationships with individuals and families in the community and has facilitated the appropriate use of prevention and intervention services for young children. The home visitation team has encouraged mothers in the program to leave abusive situations, receive treatment for drug and alcohol abuse, learn more about child development, and use appropriate discipline. The Coalition staff has become a resource for the mothers, who generally have little or no support system. The Coalition has joined with the Gainesway neighborhood association and has worked closely with other organizations such as the United Way and the Gainesway Community Empowerment Center to coordinate the building of a playground in Gainesway. They are working with the University of Kentucky and other institutions as part of a collaborative grant-writing team seeking to improve the Gainesway Neighborhood.



Reno Sparks Indian Colony Nevada

- Reno Sparks Indian Colony in Nevada is thinking broadly

and innovatively to mobilize assets within their community and to connect with others who share a common interest in their work to prevent youth violence.

The work of the Coalition has enhanced the process of breaking down barriers to communication and collaboration with the larger non-Indian population surrounding the Colony. Coalition staff and members have greater access to community resources, and outside agencies frequently offer services and support. Coalition members and staff are now routinely invited to join community-wide collaborative efforts.

Greater collaboration is reflected in activities in the Colony and within the larger urban Indian- American community as well. A Colony-wide committee, the Criminal Justice System Improvement Working Group, coordinates activities among various human service departments. Coalition staffs, which recognize the many efforts made by other tribal entities in combatting violence and substance abuse, provide substantial leadership for the Working Group.

Through collaboration, the project has successfully reduced duplication of services. More members of various departments and agencies are now meeting in a supportive atmosphere to discuss issues involving youth. The community's fundamental philosophy is that everyone, including youth, shares a responsibility to create positive change and achieve community wellness. All members are responsible for community safety and protection, and it is natural to connect all components: the elders and the adults serve as mentors to the youth, especially in communicating the Indian culture. Elders are matched with preschoolers at Head Start and in latchkey programs; the elders are adept at storytelling and teach



Indian language and culture to the children. Joint activities are implemented for the good of the community: for a bridge beautification project, Sears donated paint, adults created Indian designs, other adults supervised, children painted a bridge, and other young people provided babysitting.



Partners for Prevention South Carolina

- South Carolina has identified assets by involving community members with skills and knowledge to help youth through community partnerships with schools.

The South Carolina Partners for Prevention evolved from a diverse Governor's Task Force established to address the needs of children, youth, and families where they reside rather than where services are generally provided. The model, which creates partnerships with schools and brings resources into the schools, is now in place in 400 schools across the State. Boys' and Girls' Clubs are included as a way to involve youth. Communities in Schools, using mentors who focus on jobs and careers, partners with young people to enhance their leadership skills for use in community service projects. Involving community members to help youth discover their abilities is a daily struggle, and each organization works continuously to bring more young people into its leadership and decision making processes.



Data and Decisions

An important element in the partnerships between the Coalition and its key stakeholders is the use of evaluation data to plan, implement and monitor progress of the Coalition's efforts. The effective Coalition is strategic in its use of evaluation data to support and sustain the Coalition and its priority prevention work. Here are some ways that information gained through evaluation can be utilized for decision-making.

- Families use data to assess children's progress, to advocate for services, to strengthen family voices, and to gauge satisfaction with services.
- Program staff use data to gauge effectiveness of services, to individualize and make accommodations, to compare approaches, and to develop transition plans.
- Local agencies and programs use data to mobilize resources, to build partnerships and substantiate collaboration, to refine and improve services, to publicize accomplishments, to advocate for funding, and to sustain financial and nonfinancial support.
- States use data to make effective use of scarce resources and to prioritize efforts that are achieving desired results.

Utilizing a theory of change model, Coalitions can determine how they will implement change and identify and agree in advance on what the key indicators and measures will be using a blend of qualitative data (e.g., anecdotes, key informant interviews and quantitative data (e.g., pre- and post-test). Indicators tell you where you started, where you are, and can guide you to where you want to go. "Are we progressing over time?" "Are there fewer incidents of violent youth crime in the community?" "Has the rate of teen suicide gone down?" "Is there an increase in graduation rates in the school?" "Are teens reporting less fighting or bullying after school?" "Are parents reporting increased satisfaction in their role



as parents of their infant children?" "Are more preschool teachers trained in a curriculum to promote positive social problem solving in the early childhood classroom?"

The Coalition should create a culture of evaluation in which every member understands that evaluation is an ongoing process that generates useful results. A data feedback loop is needed for continuous quality improvement. The evaluation process can help answer two vital questions:

- Is this approach to change effective?
- Should we continue in this direction, change course, or try another approach?

Evaluation data can be used to convince potential funding sources of the benefits of the Coalition's projects. Clearly, when data is clear and tells a story of progress towards a shared goal within the community such as reducing or preventing youth violence, it can be a powerful influence on key stakeholders as well as the broader community.

The effective Coalition has a system for monitoring, tracking, and reporting financial and other (including in-kind) benefits to community that result from Coalition endeavors. This data can be utilized in your marketing campaign and designed to influence targeted audiences, such as families, media, or potential Coalition members; or intended for different purposes, such as grant applications, contract proposals, community affiliations, or negotiating for in-kind donations (e.g., meeting space or permission for employees to volunteer during working hours).



Here are some examples of Coalitions using data to inform decision-making and guide progress:



**Rishley, Youth Representative
Yellow Ribbon Suicide Prevention, Minnesota**

- *A results orientation*

The goal of this youth-led program, founded by a group of young people when a friend committed suicide, is to see that their friends and peers know there is help available and they can ask for help. Youth leaders succeeded in obtaining buy-in from the school principal by visiting his office every day for two weeks until finally he met with them and approved the project. All students receive a card with a yellow ribbon on it that gives information about ways to ask for help. Six cards were used within two months in a community with a population of only 2,000—proof of the program's effectiveness.



**Community Youth Mental Health Coalition
Reno, Nevada**

- *Develop a Sustainability Plan*
- *Decide what your Coalition wants to sustain*

All 13 Coalitions are utilizing a Web-based Coalition Tool to track Coalition data and evaluate effectiveness and progress. A partnership has been developed with the University of Nevada, Reno, to develop the tool and provide evaluation feedback to Coalitions on a quarterly basis. Each Coalition has immediate access to its own information, to the data supplied by the other Coalitions, and to combined statewide data. The database provides the Coalitions with a valuable



information resource for use in sustainability planning.

**Jacksonville Coalition for Prevention
Florida**

- *Decide what your Coalition wants to sustain*
- *Develop strong internal processes and controls*

The Jacksonville Coalition for Prevention implemented the Can-Do Schools Intensive Mental Health Services, a collaboration of the school district, the Jacksonville Children's Commission, and human service agencies, in order to increase graduation rates, promotion rates, and school readiness and to reduce out-of-school suspensions. The collaboration is active in six urban elementary schools that are located in communities with multiple risk factors. Can-Do provides intensive services to children diagnosed with mental health concerns who are at risk of having problems in school, as well as some schoolwide prevention activities. Data on students receiving intensive mental health services is analyzed to see if behaviors, grades, and mental health show improvement during the time they are in the program. The Coalition then uses the information to strengthen and improve outcomes and to plan future programs.



**Coalition for the Advancement of Prevention
Connecticut**

- *Develop a results orientation*

The University of Connecticut School of Social Work is evaluating the Connecticut Coalition for the Advancement of Prevention to ascertain the key elements of its accomplishments. The results of the evaluation will be useful to guide the Coalition's planning and to convey a clear picture of its success to State decision makers.



National Benchmark Study

Coalitions for Youth Violence Prevention

Develop a results orientation

An evaluation of the Coalition for Youth Violence Prevention program was conducted during late 2001 and early 2002. A primary goal for the evaluation was the identification of benchmarks and recommendations for grantee reporting requirements to support the program. The study identified the following benchmark areas:

- Community Risk and Resource Assessment:
- Target Population:
- Strategic Planning:
- Collaboration and Management:
- Financial Planning and Management:
- Standards, Monitoring and Evaluation
- Data Collection and Reporting:
- Sustainability Planning:

These benchmarks, also described in more detail earlier in this document, are developmental in nature and are influenced by a number of internal and external factors to the coalition itself. These factors can support the continued development of the benchmark areas, or strain and undermine them creating conditions for relapse and if attended to recovery. Thus, like program quality, it is not solely the elements of quality that contribute to success of the Coalition, but HOW they are done.

The findings from the National Benchmark Study are significant. SAMHSA/CMHS funded Coalition for Youth Violence Prevention Program Grantees have achieved success in a number of key areas that are critical to the sustainability of both the Coalition itself, and the sustainability of it's efforts to prevent youth violence.



One area worthy of attention is how Coalitions use **data for decision-making and continuous improvement**. Examples of this are evident in the National Benchmark Study. The findings show that the Coalitions for Youth Violence Prevention use a number of different approaches for sharing their own evaluation findings and data. They are often part of a broad social marketing campaign that strategically brings the coalition message to its target audiences. These include:

- Presentations to stakeholders, community organizations, other groups
- Publications such as newsletters, brochures, marketing materials
- Quarterly and annual progress evaluation reports
- Coalition website, resources, links to other relevant sites
- Television, radio, newspapers, community publications

Cultural competence is another integral part of effective design of data and evaluation systems. The Benchmarks Study demonstrated that Coalitions have integrated the use of culturally specific instruments, training evaluators about cultural competence, development and implementation of monitoring instruments as tools to assess fidelity, cultural adaptations, and factors related to program implementation. These provide essential data to the Coalition decision-making process and contribute to its ability to build upon the assets of the community and respond to changing needs.

Sustainability goes far beyond dollars. To sustain community coalitions and prevention efforts, the Coalition must be strategic in its ability to **leverage resources** that support both the Coalition infrastructure and its prevention efforts. Coalition for Youth Violence Prevention Programs has numerous stories as illustrated throughout this document that illustrate strategic work to mobilize needed resources. These include: leveraging new dollars, redeployment of existing dollars and resources, sharing resources such as personal, non-personnel, and operating expenses, use of in kind and volunteer resources and



more.

The Benchmarks Study found that Coalitions for Youth Violence Prevention have achieved direct funding from local sources that range from modest funding to augment prevention activities to a \$20 million State initiative for alternative education programs. Some pursued private sources, such as the local United Way, the Annie E. Casey Foundation, and the Robert Wood Johnson Reclaiming Futures Initiative in their localities. Some impressive examples of the Coalition's achievements within the first 15 months of the program include:

- Expansion of community support for science-based prevention programs was achieved through the Coalition's role in dispersing \$1 million in State funds.
- Strategies for funding were identified through Coalition links with the area Education Task Force of the State business roundtable group.
- Community building and network development resulted in community fund-raising
- Partnerships with local businesses supported a Coalition sponsored public awareness campaign on mental health and youth.
- Partnerships with local government offices including the Mayor and municipal offices will provided financial support to the Coalition's coordinating council to develop a youth advisory team to develop strategies to prevent hate crimes.
- Access to State Medicaid reimbursement for early screening and intervention services was enhanced through increased communication, and information sharing.

Conclusion

Coalitions are one essential key to the ability of communities to institutionalize systems change and to create and sustain youth violence prevention programs

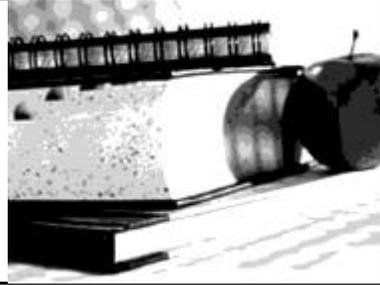


and services. The lesson learned in the Coalition for Youth Violence Prevention program is one of vision, values, commitment and relationships. The success of the Coalition for Youth Violence Program is its contribution to our understanding of what it takes to sustain valued youth violence prevention efforts in "communities" across the country. The Coalition provides the infrastructure that supports needed change in the way communities "do" their business. The Coalition provides the infrastructure to "shift the paradigm" for planning and implementation of key programming efforts. When this takes place, people, organizations and agencies change their relationships from "traditional" approaches to more effective collaborative frameworks. These frameworks provide:

- a shared vision
- leadership based upon trust
- community buy-in at all levels
- enhanced linkages
- effective communication
- resource sharing
- consensus based decision-making.

This process changes communities and better enables them to sustain collaboration and relevant services.

"Synergy"... The simultaneous actions of separate entities that together have a greater total effect than the sum of their individual efforts.



Resources

This list is intended to suggest sources of information on prevention of youth violence and mental health problems. It is a selection from the available sources of information, not a comprehensive list. Inclusion here does not imply that SAMHSA or the Department of Health and Human Services endorses the information in the publication or website listed.

Federal Government: Departments and Agencies

Department of Health and Human Services (HHS)
<http://www.hhs.gov>

Administration for Children and Families (ACF)
<http://www.acf.dhhs.gov>

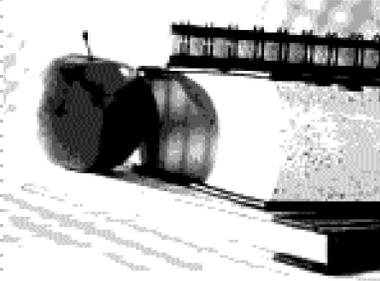
Centers for Disease Control and Prevention (CDC)
<http://www.cdc.gov/od/pgo/funding/funding.htm>
<http://www.cdc.gov/hiv/funding.htm>

CDC Division of Violence Prevention
<http://www.cdc.gov/ncipc/dvp/dvp.htm>

HHS Children's Bureau
<http://www.acf.dhhs.gov/programs/cb>

Health Resources and Services Administration (HRSA)
<http://www.hhs.gov/hrsa/mchb>

Substance Abuse and Mental Health Services Administration (SAMHSA)
<http://www.samhsa.gov>



Center for Mental Health Services (CMHS)

<http://www.mentalhealth.org>

Center for Substance Abuse Prevention (CSAP)

<http://www.samhsa.gov/csap>

Office of the Assistant Secretary for Planning and Evaluation (ASPE)

<http://www.aspe.hhs.gov>

Office of Minority Health Funding Opportunities

<http://www.omhrc.gov/OMHRC/funding.htm>

<http://www.omhrc.gov/OMH/Programs/2pgprograms/grants.htm>

Office of Public Health and Science (OPHS)

<http://www.hhs.gov/phs>

National Institutes of Health (NIH)

<http://www.nih.gov/grants>

NIH Grants and Grant Writing

<http://www.nlm.nlm.nih.gov/partners/tools.html#grants>

National Institute of Mental Health

<http://www.nimh.nih.gov>

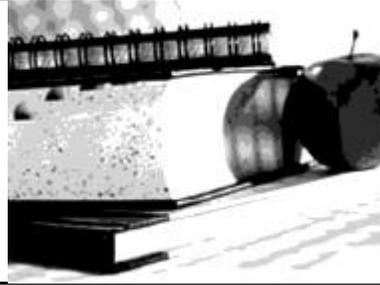
Off to a Good Start

A Good Beginning: Sending America's Children to School with the Social and Emotional Competence They Need to Succeed

Office of the Surgeon General

<http://www.surgeongeneral.gov/library/youthviolence>

Youth Violence: A Report of the Surgeon General



Department of Agriculture
<http://www.usda.gov>

Department of Defense
<http://www.defenselink.mil>

Department of Education
<http://www.ed.gov>

Department of Housing and Urban Development
<http://www.hud.gov>

Department of the Interior
<http://www.doi.gov>

Department of Justice
<http://www.usdoj.gov>

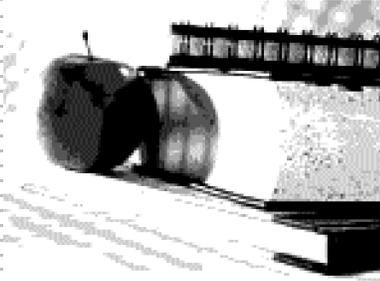
Department of Labor
<http://www.dol.gov>

Department of Transportation
<http://www.dot.gov>

Federal Government: Youth Websites

Corporation for National and Community Service
<http://www.nationalservice.org>

AmeriCorps
<http://www.americorps.org>



Federal Support to Communities

<http://www.afterschool.gov>

Resource Development for Youth Service Professionals

Youth Service America

<http://www.ysa.org>

Federal Government: Gateway Websites

National Youth Violence Prevention Resource Center

<http://www.safeyouth.org>

The Nonprofit Gateway

<http://www.nonprofit.gov>

Nonprofit Organization Websites

Blueprints for Violence Prevention

<http://www.colorado.edu/cspv/blueprints/>

Community Wealth Ventures

<http://www.communitywealth.com>

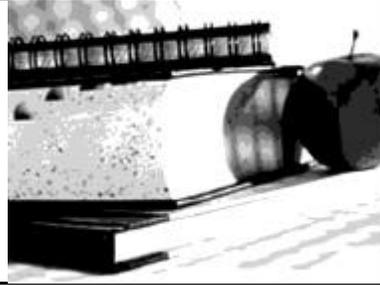
The Finance Project

<http://www.financeproject.org>

Thinking Broadly: Financing Strategies for Comprehensive Child and Family Initiatives

Using the Community Reinvestment Act to Help Finance Initiatives for Children, Families and Communities

Sustaining Comprehensive Community Initiatives: Key Elements for Success



Georgetown University Child and Human Development Center
National Technical Assistance Center for Children's Mental Health
<http://www.georgetown.edu/research/gucdc>

*Funding Early Childhood Mental Health Services and Supports
(March 2001)*

*Effective Collaboration As the Key to Understanding and Reducing
Youth Violence: A Mental Health Perspective Promising
Approaches for Behavioral Health Services for Children
and Families in the Child*

*Families at the Center of the Development of a System of Care
Welfare System in Publicly Funded Managed Care Systems
Family Guide to the Child Welfare System, 2002*

Northwestern University
Asset Based Community Development Institute (ABCD)
<http://www.northwestern.edu/ipr/abcd.html>

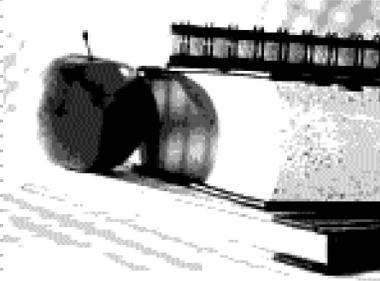
Building Communities from the Inside Out

Safe Schools/Healthy Students Action Center
<http://www.sshsac.org>

Search Institute
<http://www.searchinstitute.org>

Share Our Strength
<http://www.strength.org>

Technology Funding for Nonprofits
<http://www.benton.org/Practice/Toolkit/techmoney.html>



Zero to Three

<http://www.zerotothree.org>

Islands of Safety: Assessing and Treating Young Victims of Violence

Caring for Infants and Toddlers in Violent Environments: Hurt, Healing and Hope

Children in a Violent Society

Protecting Young Children in Violent Environments: Building Staff and Community Strengths

Foundation Websites

Annie E. Casey Foundation

<http://www.aecf.org>

The Eye of the Storm

Lessons from the Field

The Path of Most Resistance

The Bill & Melinda Gates Foundation

<http://www.gatesfoundation.org>

Casey Family Programs

<http://www.casey.org/>

Centers for Disease Control Foundation

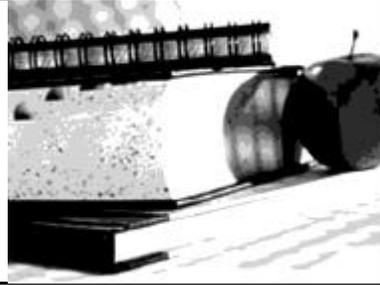
<http://www.cdcfoundation.org>

Foundation Center

<http://fdncenter.org>

Henry J. Kaiser Family Foundation

<http://www.kff.org>



Magic Johnson Foundation
<http://www.magicjohnson.org>

National Network of Grantmakers
<http://www.nng.org>

Public Health Foundation
<http://www.phf.org>

Robert R. McCormick Tribune Foundation
<http://www.rmtf.org>

Robert Wood Johnson Foundation
<http://www.rwjf.org>

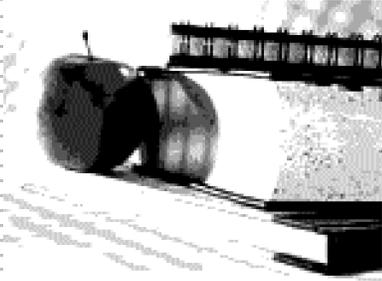
Youth-Oriented Websites

America's Promise: Youth Leadership
<http://www.americaspromise.org>

Coalition of Community Foundation for Youth
<http://www.ccfy.org/ymyb/index.htm>

Center for Youth Development and Policy Research
<http://www.aed.org/us/youth.html>

Center for Youth as Resources
<http://www.yar.org>



Family Connection Partnership

<http://www.georgiafamilyconnection.org/tools/tools.htm>

Navigating the Collaborative Process: An Introduction to Collaboration

National Association for the Education of Young Children

<http://www.naeyc.org>

Early Violence Prevention: Tools for Teachers of Young Children

Northwestern University

Institute for Policy Research

<http://www.northwestern.edu/ipr/publications/community/buildingblurb.html>

Building Communities from the Inside Out

Youth In Action

<http://www.youthlink.org/us/news.php>

COALITIONS FOR YOUTH VIOLENCE PREVENTION PROGRAM GRANTEE LIST

State	Program
AZ	Pima Prevention Partnership; <i>Pima County Attorney's Office</i>
CA	Youth Power; <i>San Francisco Department of Public Health</i>
CA	South Bay Youth Project; <i>Redondo Beach</i>
CO	Partners for Teen Suicide Prevention; <i>Colorado Department of Public Health & Environment</i>
CT	Connecticut Coalition for the Advancement of Prevention (CCAP) <i>Connecticut Department of Mental Health and Addiction Services</i>
FLA	Jacksonville Coalition for Prevention <i>Department of Community Service, Consolidated City of Jacksonville</i>
LA	Coalitions for Prevention: "I Can Problem Solve" <i>Dept. of Children and Families, Mental Health Association of Central Florida</i>
GA	DeKalb Planning and Partnership Development Program, <i>County of DeKalb</i>
KY	Home Based/School Based PRISM; <i>Lexington-Fayette Urban County Government</i>
LA	Project CARES; <i>State of Louisiana Department of Health, Office of Mental Health, Region IV</i>
MA	City of Worcester
MA	Boston Coalition for Child and Adolescent Mental Health; <i>Boston Public Health Commission</i>
ME	Communities for Children Coalitions for Prevention <i>Department of Behavioral and Developmental Services</i>
MD	Coalitions for School based Mental Health and Violence Prevention <i>State of Maryland, Mental Hygiene Administration Dept. of Health and Hygiene</i>
MD	Talbot County Family Network; <i>Talbot County Local Management Board</i>
MN	YellowRibbon Suicide Prevention Program in MN; <i>Region Nine Development Commission</i>
MT	Our Community: Keeping Drugs Out; <i>Yellowstone City/County Health Department</i>
NC	Youth Continuum of Care; <i>New Hanover County – Juvenile Crime Prevention Council</i>
NE	Omaha Community Partnership; <i>University of Nebraska at Omaha</i>
NH	New Hampshire Institute of Health Policy/Practice; <i>University of New Hampshire</i>
NY	NY Coalition for School Based Preventions <i>Primary Mental Health Project, INC, State of NY Dept. of Mental Hygiene</i>
NV	Prevention Coalition; <i>Reno Sparks Indian Colony</i>
NV	Community Youth Mental Health; <i>Nevada State Health Division</i>
OH	Ohio Mental Health Network for School Success; <i>Department of Mental Health</i>
OK	Kid Sense Alliance; <i>Central Oklahoma County Mental Health Center</i>
SC	SC Partners for Prevention <i>School-Based Services- CAF Division, Department of Mental Health</i>
VT	Communities Count; <i>Vermont Agency of Human Services</i>
WA	Community Youth Partnership Project; <i>Tacoma/Pierce County Health Department</i>
WY	Wyoming Early Start Program; <i>Wyoming Dept. of Health, Mental Health Division</i>