
**The Office of National Drug Control Policy
Drug Free Communities Grant Program**

**Coalition Summary Report:
Stage of Development**

Customized for: King David Foundation, Inc.

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I. Background and Purpose of this Report

The Drug-Free Communities Act of 1997 requires the Office of National Drug Control Policy (ONDCP) to conduct the Drug-Free Communities Support Program (DFC) and provide grants to community anti-drug coalitions. The Center for Substance Abuse Prevention (SAMSHA/CSAP) monitors the grantees of the program and manages the Coalition Institute which provides technical assistance. The goal of the DFC program is to reduce substance abuse by addressing local risk and protective factors that serve to minimize the likelihood of substance abuse among youth.

The ONDCP has commissioned a national evaluation of the Drug Free Communities (DFC) program with the overall goal of assessing the program's implementation and effectiveness. An important task in support of the evaluation is to classify the DFC coalitions based on their "Stage of Development" (see Section III below). A meaningful Stage of Development classification will enable the program to assess the progress of DFC coalitions in moving from the initial stages of development to more advanced stages as well as assessing the impact of the coalitions' development on substance abuse outcomes.

You are receiving this report because your coalition has provided at least one year of data to the Drug Free Communities (DFC) Program via the on-line Coalition Classification Tool (CCT) that is part of the COMET system. The CCT is a self-administered survey that collects the data used to classify currently funded DFC coalitions into one of four developmental stages. DFC Coalitions represent a range of developmental stages that are thought to influence their ability to impact community-level change in substance abuse outcomes. We recognize that each coalition is unique and there are many ways to conceptualize and think about coalition maturation and success. The information in this report provides one way to assess the progress of your coalition in building capacity and influencing your desired outcomes. You will want to consider the information in this report along with other evaluation data you collect about your coalition's capacity and activities to gauge your success. In addition, you may want to share the results and/or report with others in your coalition and with partners as one way to communicate your coalition's status.

II. Data Used to Generate this Report

The information presented in this report summarizes the data received by all active¹ coalitions based on a coalition's responses to questions on the Coalition Classification Tool (CCT) survey in the COMET system. One person per coalition completes the survey based on an assessment at the time the survey is conducted. This self-administered tool has been fielded four times to date (Early 2006, Early 2007, Late 2007, and Late 2008). Information for all four reporting periods is included in this report. Results for your coalition will be presented for all reporting periods in which your coalition participated in the CCT survey.

¹ Coalitions are identified as active if they were receiving funding via the DFC grant program and provided responses to the Coalition Classification Tool survey.

III. Coalition Stages of Development

DFC Coalitions reflect a range of developmental stages based on their capacity, resources, and ability to perform primary functions. The “Stage of Development” classification that is presented in this report has been derived from the existing research literature and the experience of practitioners. The classification merges three themes in the literature: maturation (i.e., the advancement of coalitions over time); coalition processes (e.g., SAMSHA’s Strategic Prevention Framework); and coalition capacities (e.g., knowledge, skills, resources, and relationships needed to meet goals and achieve primary functions).

There are different ways to conceptualize coalition development or maturation. The classification used in this report rests upon the notion that coalitions move through four progressive stages as they mature: (1) Establishing; (2) Functioning; (3) Maturing; and, (4) Sustaining. Coalitions in the early stages of development may focus on member recruitment, coalition formation, and needs assessment. More developed coalitions with more formal structures, expanded membership, and needs assessment data may be ready for strategy selection, implementation and evaluation. In some cases advanced coalitions, which have been able to implement effective strategies and have produced desired outcomes, are able to focus on institutionalizing and maintaining such strategies and expanding programs throughout the community.

A summary of these four stages with descriptions is shown in Exhibit 1 below. A classification based on developmental stages will enable each coalition to assess their progress in moving from initial stages of development (i.e., Establishing) to a more sustainable entities (i.e., Sustaining). The conceptualization of this classification recognizes that coalitions not only mature through the stages but may also cycle back to previous stages as needed to build internal capacity.

Exhibit 1. DFC Stage of Development Typology Description

Stage of Development	Level of Competency to Perform Functions	General Description
Establishing	Primary learner	Initial formation with small leadership core working on mobilization and direction
Functioning	Achieving proficiency; still learning and developing mastery	Follows the completion of initial activities, focus on structure and more long range programming
Maturing	Achieved mastery; learning new areas; proficient in others	Stabilized roles, structures, and functions; Confronted with conflicts to transform and "growing pains"
Sustaining	Mastery in primary functions; capacities in the community are sustainable and institutionalized	Established organization and operations, focus on higher level changes and institutionalizing efforts

Your Stage of Development was assessed based on your coalition's responses to questions on the Coalition Classification Tool (CCT) survey. For each year that your coalition was funded and responded to the survey, a Stage of Development total score ranging from 1 – 5 was computed based on your coalition's responses to multiple questions. This score was then associated with a range in one of four developmental categories: Establishing, Functioning, Maturing and Sustaining.

IV. Results

In this section we describe the results of the Stage of Development classification analysis that was conducted for the DFC program. Exhibits 2 and 3 show customized results of the Stage of Development analysis for your coalition. Exhibits 4 and 5 show overall results for all coalitions.

IV.a. Your Coalition

First, we present information on the Stage of Development classification specific to your coalition. In Exhibit 2, you will see that your coalition was classified as Functioning in the earliest report period for which we have CCT data to classify you. Your Stage of Development classification is also shown for up to 3 additional report periods.² The corresponding average stages for all coalitions awarded funding by the DFC program in the same year as your coalition (2005) are shown below for comparison purposes.

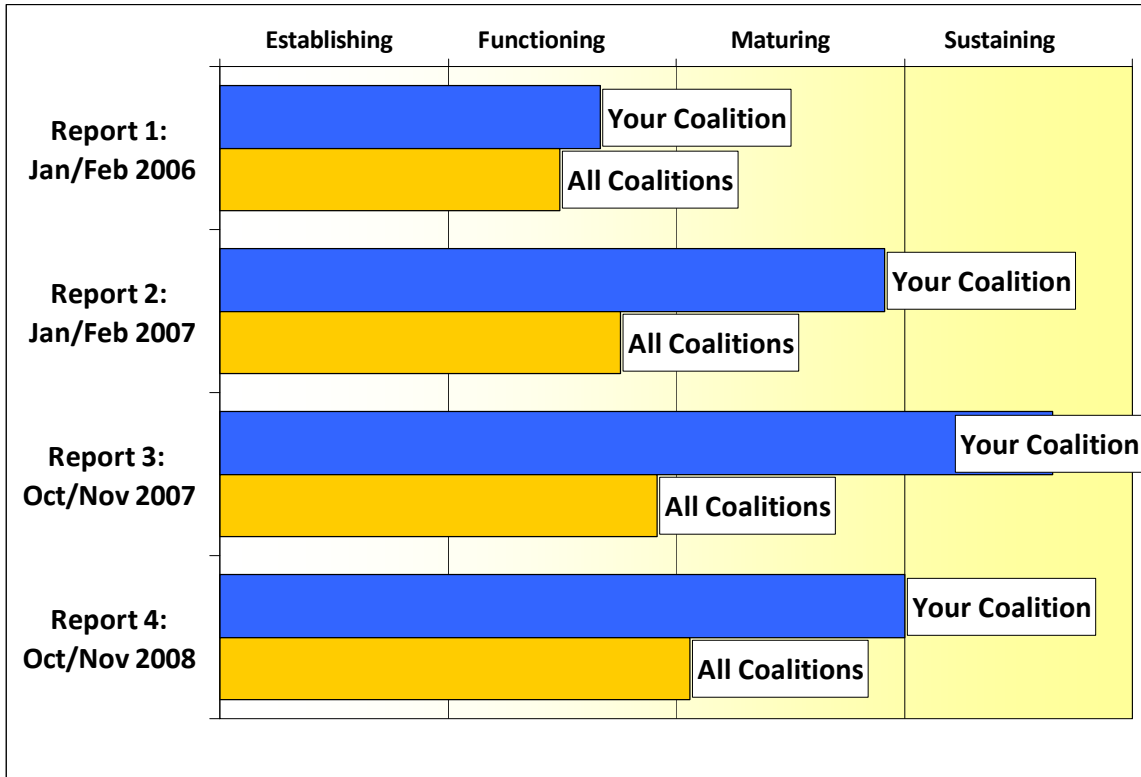
Exhibit 2. Your Coalition's Stage of Development by Report Period

Report Period	Your Coalition's Stage of Development	Average Stage of Development for All Coalitions Awarded in 2005
Report 1: Jan/Feb 2006	Functioning	Functioning
Report 2: Jan/Feb 2007	Maturing	Functioning
Report 3: Oct/Nov 2007	Sustaining	Functioning
Report 4: Oct/Nov 2008	Sustaining	Maturing

² Data may be missing ("Unavailable") if the CCT information was incomplete or your coalition was not actively funded by the DFC program at the time that CCT survey was fielded.

Exhibit 3 below is a bar chart summarizing your coalition’s Stage of Development compared to all coalitions who received DFC funding beginning in the same award year. This chart allows you to compare your Stage of Development relative to other coalitions funded by the DFC programs for a similar period of time and shows how your coalition has developed within the stage classifications over the report periods.

Exhibit 3. Stage of Development for King David Foundation, Inc. and Average Stage of Development for All Coalitions Awarded in 2005, by Report Period



IV.b. All Coalitions

Next, we present information on the average Stage of Development for all coalitions. Exhibit 4 below shows the average Stage of Development for all coalitions in each of the four report periods. As shown, across the four report periods (from early 2006 to late 2008), the majority of coalitions are either in the Functioning or Maturing stages of development. By report period 4, 2% of coalitions are classified as Establishing, 28% as Functioning, 52% as Maturing, and 18% as Sustaining. A greater percentage of the coalitions are classified in the Maturing and Sustaining categories in report period 4 compared to earlier report periods.

Exhibit 4. Average Stage of Development for All Coalitions by Report Period

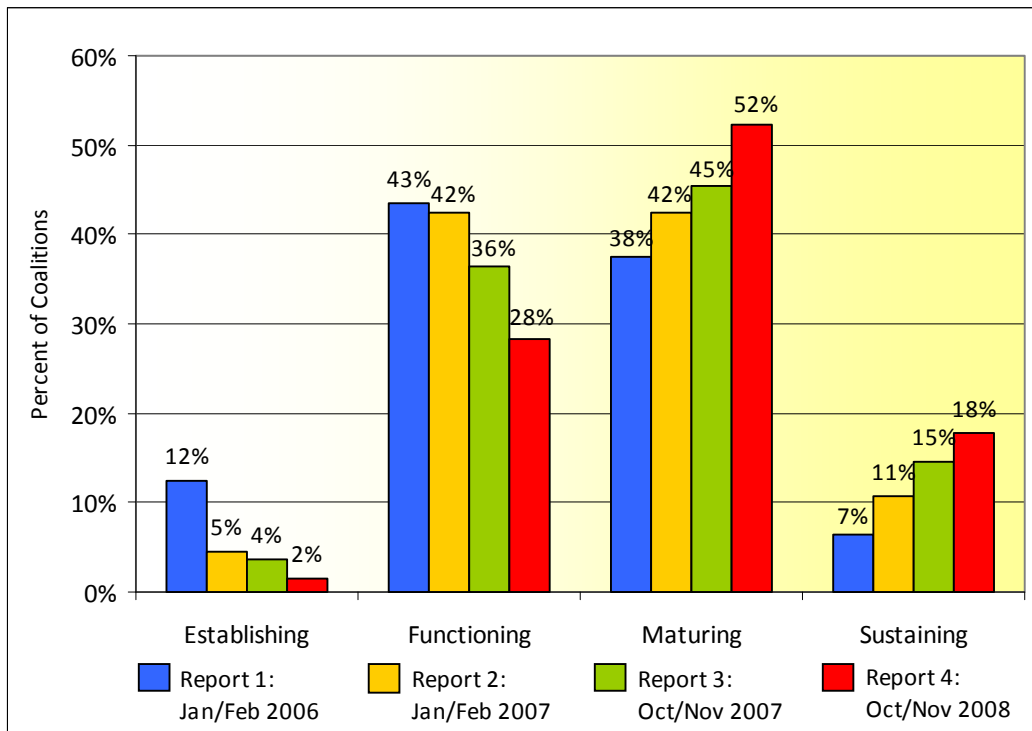
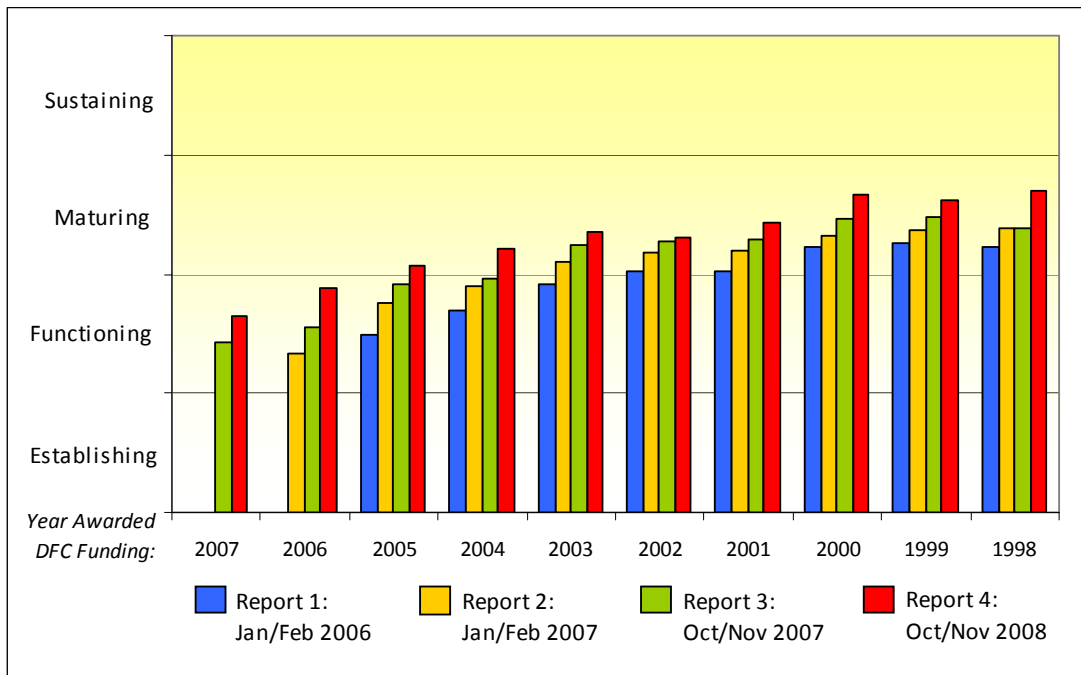


Exhibit 5 shows the average Stage of Development for all coalitions in each of the four report periods by the year that the coalition first received a DFC grant award. As shown, coalitions that have been funded by the DFC program for longer periods of time tend to be in more advanced stages of the developmental classification (e.g., Maturing and Sustaining) relative to more recently funded coalitions.

Exhibit 5. All Coalitions Average Stage of Development by Report Period and Year Awarded Funding



V. Summary

DFC Coalitions represent a range of developmental stages that are thought to influence their ability to impact community-level change in substance abuse outcomes. Each coalition is unique and the stage and rate of change from one stage to another should be gauged by the coalition relative to its goals and a larger evaluation plan. The information in this report provides one way for you to assess the progress of your coalition in building capacity and influencing your desired outcomes. Thank you for your participation in the DFC program. If you have any questions about this report, please send all inquiries to:

drugfreecommunities@battelle.org.