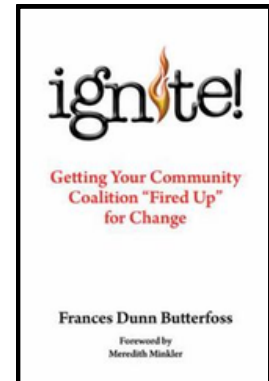# *Ignite!* for Coalition Building

Learn why sustaining and building a coalition is very much like planning, building, fueling, and sustaining a campfire, and get detailed guidance on how to:

- *determine if coalition building is the best way to achieve your goals;*
- *pick the simplest structure to achieve your objective;*
- *build and sustain innovative organizations and community coalitions with the power to change policies, systems, and environments.*

This guide and accompanying training are based on the work Ignite! by Frances Dunn Butterfoss. All information within is attributed to the book.
(Butterfoss, 2013)

Steps to Successful Coalition

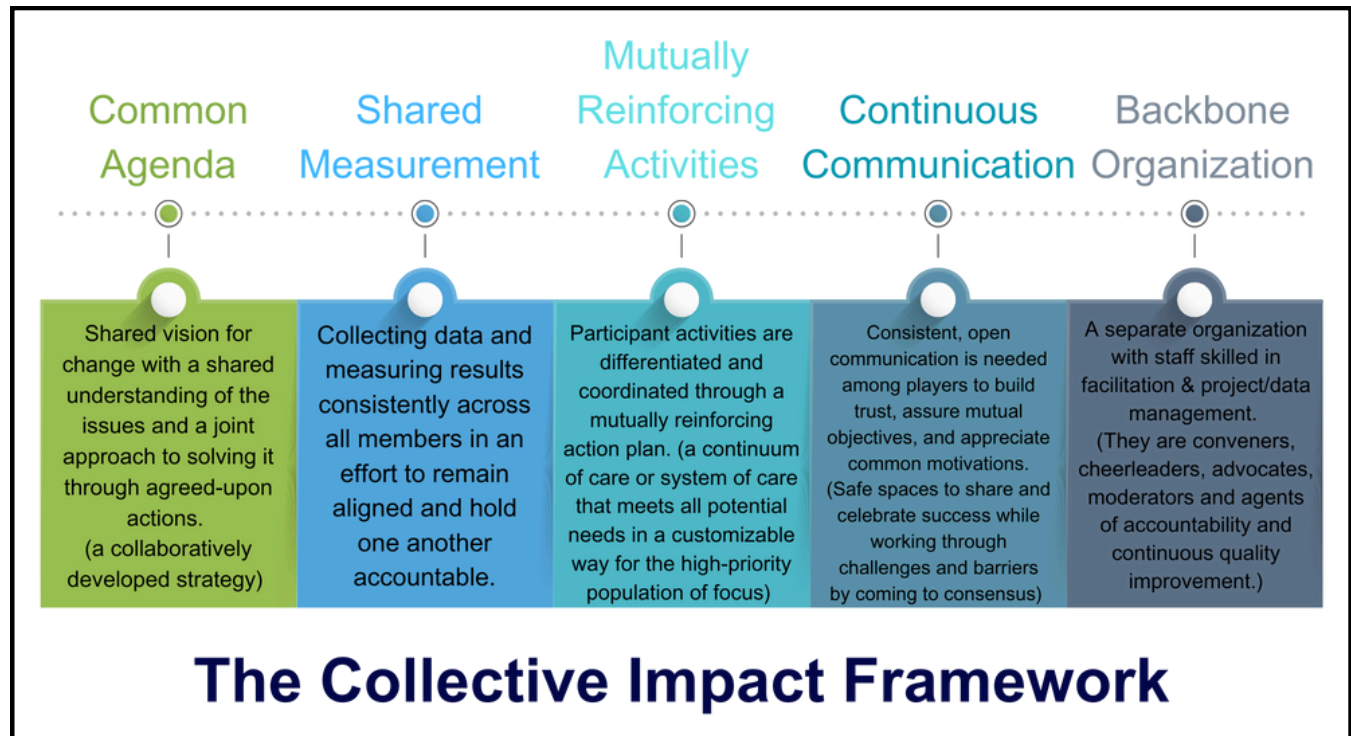| Part/Stage	Campfire	Coalition/Partnership
Part I Before You Build	• Make sure the conditions are right (humidity, wind) • Decide on the kind and purpose of the campfire (size; for warmth or recreation)	• Conduct an environmental scan or assessment (community readiness) • Decide on the purpose and kind of collaboration (formal/informal, size, for networking or action)
Part II Build It	• Gather the right kindling and wood • Build a good base or infrastructure • Decide who will keep the fire going	• Gather the right people • Build a structure for success (mission, roles, work groups, bylaws) • Choose and develop leadership
Part III Make it Work	• Start the fire (spark, match, lighter fluid?) • Find a ready supply of fuel	• Engage people in assessment and creating an action plan • Motivate and encourage to commit, participate, and share resources • Initiate strategies
Part IV Sustain It	• Build a good base of coals • Feed the fire when needed • Prepare for ebbing flames • Rebuild the fire or prepare to douse it when finished	• Identify financial and in-kind support to maintain strategies long enough to achieve outcomes • Sustain interest and energy in the work • Spin off strategies and change structure or process if needed • Expand or end the coalition when goals are reached

Why Collaborate?

Collaboration is at the core of community building and requires the entities involved "to share resources, rewards, responsibility, and risk, as well as mutual accountability for success."

The Collective Impact Framework

- **Common Agenda** — Shared vision for change with a shared understanding of the issues and a joint approach to solving it through agreed-upon actions. (a collaboratively developed strategy)
- **Shared Measurement** — Collecting data and measuring results consistently across all members in an effort to remain aligned and hold one another accountable.
- **Mutually Reinforcing Activities** — Participant activities are differentiated and coordinated through a mutually reinforcing action plan. (a continuum of care or system of care that meets all potential needs in a customizable way for the high-priority population of focus)
- **Continuous Communication** — Consistent, open communication is needed among players to build trust, assure mutual objectives, and appreciate common motivations. (Safe spaces to share and celebrate success while working through challenges and barriers by coming to consensus)
- **Backbone Organization** — A separate organization with staff skilled in facilitation & project/data management. (They are conveners, cheerleaders, advocates, moderators and agents of accountability and continuous quality improvement.)

You can learn more about Collective Impact from the Collective Impact Forum: https://collectiveimpactforum.org/

What is a Coalition?

A *coalition* is a group of diverse organizations and constituencies working together toward a common goal.

Coalitions:
- Serves a defined community (common location or environment), but also serves the broader community.
- Is viewed by community representatives as representing and serving them.
- Reflects the community's diversity, both at grassroots and professional levels.
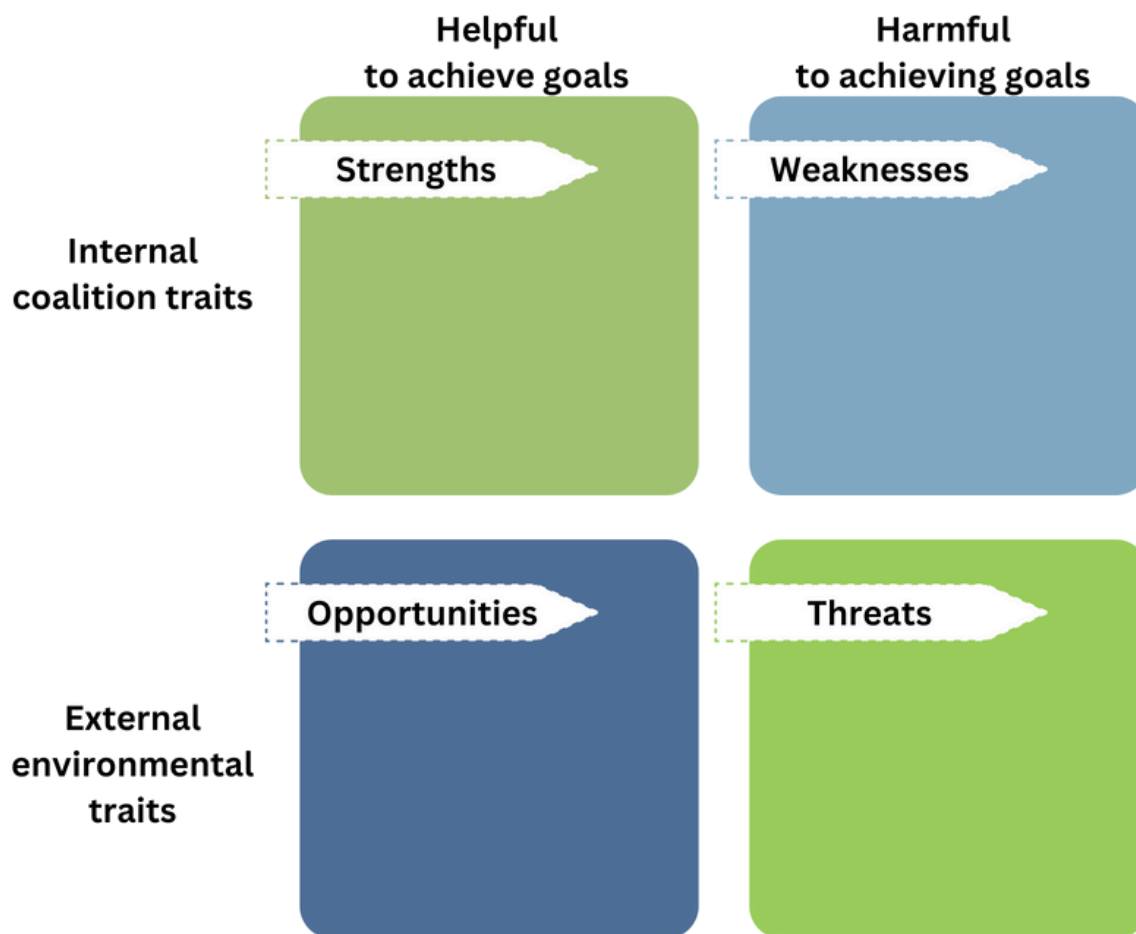
Benefits of Coalitions:
- Strength in numbers
- Strength in diversity
- Strength in resources

A *partnership* is similarly defined, however often refers to a more business-like relationship and may involve only two organizations or many more.

Before building a coalition, it is important to gather information that helps you asses the environment in which the coalition will operate. Butterfoss suggests completing a SWOT Analysis.

SWOT Analysis – analyzes internal and external factors that can help or hinder the work of the coalition.

- *Strengths* – What are the internal factors can be taken advantage of to reduce barriers? What do we and our partners/members do well? What capacities, skills, expertise do we have that support the building of a coalition and our ability to facilitate systems change?
- *Weaknesses* – What internal factors challenge the group in reducing barriers? What capacities, skills, and expertise are we or our partners lacking?
- *Opportunities* – What external factors can be leveraged to act, build membership or improve the community? What exists in our current environment that can be leveraged for our success?
- *Threats* – What external factors get in the way of goal attainment, momentum, or sustainability? What exists in our current environment that may impede or stall our efforts?

	Helpful to achieve goals	Harmful to achieving goals
Internal coalition traits	Strengths	Weaknesses
External environmental traits	Opportunities	Threats

There is a great resource on the Community Toolbox to support organizations in completing a SWOT Analysis: https://ctb.ku.edu/en/table-of-contents/assessment/assessing-community-needs-and-resources/swot-analysis/main

The SWOT Analysis will be supportive in helping your coalition determine their readiness for implementing *Policy, Systems and Environmental (PSE) Change* versus implementing Programs and Events. It is important to remember the end goal of the coalition is to change systems and environments in ways that reduce or eliminate barriers and challenges and support achievement of long-term goals for the community you serve.

Systems changes are those that change the way of doing business, by changing policy, procedure or environment.

Programs and Events are activities that engage or support the high priority population. Although they may provide support to community members and change the behavior, status or outcomes for them, they do not change the system's infrastructure.

The table below illustrates the difference between Programs and Events versus Policy, Systems and Environmental Change.

Setting	Program/Event	PSE Change
School	Mindfulness Day - a school-wide event highlighting mindfulness's importance for kids.	Mindfulness Zones - dedicated space in each school in the system for students and teachers to practice mindfulness and support emotional regulation. (Resilient Coastal Georgia)
Community	Offering the Connections Matter Training to members of the community.	Training all school staff, parks and recreation staff and volunteers, church and youth program leaders and volunteers, and all afterschool, daycare and early learning staff and volunteers in Connections Matter to promote use of a shared language and improve the use of trauma-informed best practices in youth engagement.
Worksite	Providing resilience and trauma-informed trainings to professionals.	Partnering with Univ. of N.GA, to train graduate students in the Community Resilience Model and Resilient Teens so that they enter the workforce ready to support and create trauma-responsive work environments. (Resilient North Georgia)
Local Business	Organize collection of supplies for the annual back to school drive.	Sponsor the creation of resource rooms at each local library, keep basic needs supplies stocked, and provide volunteers (their staff) to organize and man the resource room.

Part II: Build Your Coalition

The first step in building your coalition is to clarify the Purpose, Vision, and Mission of the Coalition. Crafting these should be a group effort to ensure they resonate with coalition partners.

Vision statement – the core principles that focus on equity and how culture affects health and quality of life.

Your Vision Statement should be inspiring and uplifting, easily understood and shared by community members, and broad enough to include diverse viewpoints that are easily communicated.

Mission statement – describes the purpose of the collaboration – it is the fundamental reason for its existence.

Your Vision Statement will help you craft your Mission Statement. Mission statements concisely convey the purpose of the coalition. They should be outcome-oriented, inspirational and inclusive and refrain from limiting the coalition's ability to engage any community sector or strategies that may be involved in the coalition's work.

Slogan or byline – a short phrase that is used to brand the coalition or market it to the public.

Coalition logos – reinforces the coalition's identity and mission.

Slogans and Logos should be used together to brand and market the coalition and its work to the community. The best names and logos are simple, easily recognized and reproduced in one or two-color print.

Goals – dreams with deadlines – what you are working towards and how you will address the issue(s).

A timebound and realistic goal should be created for every issue the coalition plans to address. Goals are broad descriptions of desired outcomes that are based on the mission statement. They are long-term, but should be achievable and tangible. Goals help organize the coalition's work around key priorities and guide workgroups and subcommittees of the coalition.
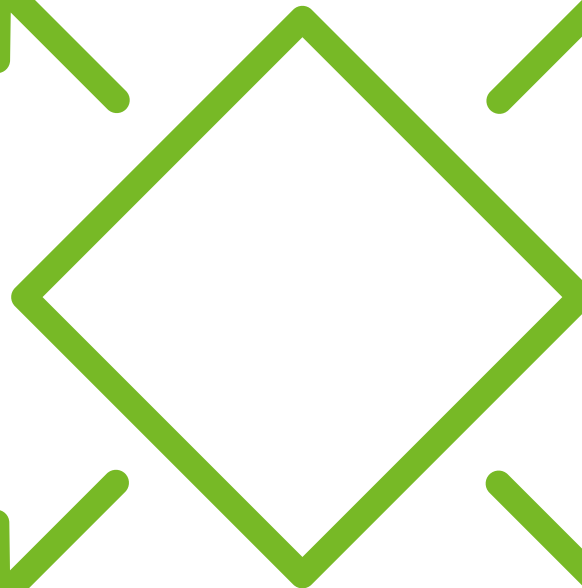
Coalition Purpose Worksheet

Mission

Mission Statement: How will you realize your vision? What's the purpose of the coalition?

Goals

Goals: What are your dreams for success - what are you working on and how) and when will you accomplish them?

Vision

Vision Statement: When you are successful, what will be different about your community and the people in it? Why this work in this community?
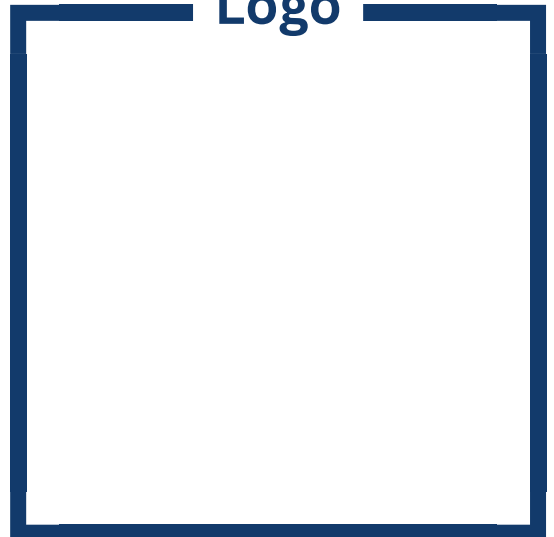
Slogan/byline: What word or phrase best represents what we are trying to accomplish - our mission, vision and goals?

Logo: what images or symbols best represent your vision , mission, and the work your coalition plans to do?

Slogan

Logo

Defining Your Coalition's Structure

When defining your coalition's structure, keep it as simply as you can, while still ensuring you have the infrastructure and resources necessary to achieve your stated goals.

Lead Agency Coalition Model

Steering Committee:
- *are made up of and voted on by the membership*
- *serve as the governing body for the coalition*

Work Groups:
- Share the coalition's work among 10-15 members
- Are divided into smaller sub-committees to tackle individual tasks assigned to the group
- Compiled of staff and leadership of the partner organizations and concerned community members

Lead Agencies:
- *are* linked to and liked by the community
- have deep understanding of the issue and how it impacts the community
- commit to collaboration and shared decision-making
- Support the coalition's admin and resource needs

Lead Agency (Coalition Grantee)

Steering Committee

Work Group   **Work Group**   **Work Group**

Coalitions should utilize *workgroups, task group, or committee structures* to divide and conquer the work of the coalition. These groups can be further subdivided to 2 - 4 members to implement tasks specific to the larger group.

Governance structures are designed to provide oversight and set the strategic direction of the coalition. They should represent the diverse perspectives that exist in your community. These structures should be assessed regularly for their functionality, and have the flexibility to change when things aren't working. Term limits should be imposed to allow the grooming of new leaders and create opportunities to manage smaller tasks and lead volunteers.

Bylaws – formal written rules that help a coalition define its purpose and the practical details of governing itself.

Bylaws should be written when the coalition:
- Needs to clarify the purpose, elections, or other operational matters
- Changes its purpose or the way it operates, or
- Applies for nonprofit status

Coalitions should seek to involve the individuals and organizations that are relevant to the work and the community. Recruitment should seek to represent the diverse membership and range of stakeholders affected by the coalition's issue and representative of the community they serve. Recruitment should be open and treated as an ongoing process. Communications and messaging should make clear how others can join to accomplish the mission.

Inclusivity Checklist

How prepared are you for multicultural work? Check each statement that applies to your coalition. Make notes on the justification for your choices.

If you can't check a box, this might be an area for change. Make notes on how you can effect change in this area.

Notes

○ The leadership of our coalition is multiracial and multicultural.

○ We recruit members who represent the diversity of our community.

○ We cultivate new leaders, particularly people of color.

○ Our mission, process and products reflect contributions of diverse cultural and social groups.

○ Members of diverse cultural and social groups participate in all aspects of our work.

○ Meetings are not dominated by speakers from any one group.

○ All segments of our community are represented in decision making.

○ We are sensitive to and aware of different religious/cultural holidays, customs and food preferences.

○ We communicate clearly, people of different cultures share their opinions and participate in meetings.

○ We prohibit ethnic, racial, and sexual stereotypes and prejudicial comments, slurs, or jokes.

What will I work on changing in the next 30 - 60 days?

Recruiting and Retaining Members

When striving to retain members:
- Create opportunities for ***positive interactions*** between members
- Have opportunities for members to ***influence decision-making***
- Give ***adequate orientation and training*** of new members and support them in building relationships with existing members (formal onboarding process)
- ***Share coalition successes*** so that members are aware of the outcomes they have helped accomplish

Onboarding packets help members join successfully and orient them to roles, responsibilities, expectations and the existing culture. These packets should include information on the history, vision, mission, and goals, an organizational chart, bylaws and guidelines, members and their assignments, meeting minutes, a calendar of meetings and events, recent media mentions, and any coalition products or tools. Coalitions should consider adding member pages with all of the packet contents to their websites for easy reference.

Make new members aware of the roles they can play within the coalition's structure and help them identify the best place to utilize their time, energy and skill sets. Consider ***informational meetings*** in which the fit within the coalition can be discussed.

Fostering Transformational Leadership

Coalition leadership should be diverse, broad-based, and shared, or *collaborative*.

6 key elements unique to the practice of leading a collaborative organization or process

1. Assess the environment for collaboration
2. Create clarity
3. Build trust
4. Share power and influence
5. Develop people

Transformational Leaders - are change agents who create and articulate a clear vision, empower followers to achieve at higher standards, lead as peer problem solvers, and build broad-based involvement and participation aimed at transforming the organization and/or community around them.

Characteristics of Transformational Leaders:
- Charisma, influence or high standards of ethical conduct
- Inspirational motivation or high expectations that motivate
- Intellectual stimulation or ability to stimulate others to be innovative
- Individualized consideration or the ability to listen to and support the needs of others

Transformational leadership is useful for coalitions because it acknowledges leadership as a collaborative process between the leader and their followers, it focuses on attempt to meet other's needs and growth. The table below will help you assess if your style is one of a transformational leader.

Am I a Transformational Leader?	Yes	No	Evidence for Answer
I let go of things others can do?			
I encourage new ideas, problem-solving methods, and risk taking?			
I ensure that people have goals and know how they're doing?			
I delegate to challenge, develop, and empower others.			
I coach others to ensure success.			
I reinforce good work and attempts.			
I reinforce good work and attempts.			
I share information, knowledge and skills.			
I value, trust, and respect each individual.			
I provide support without taking over.			
I practice what I preach.			

Leadership recruitment for your coalition should focus on identifying and engaging leaders in three categories:

Name the leaders currently involved in your coalition by type.

Formal Leaders - those who already hold visible leadership positions in mainstream organizations related to your cause*.*

Voluntary Leaders - those who hold leadership positions in voluntary, community-based organizations related to your coalition's work.

Informal Leaders - those who have not previously held elected or appointed leadership positions. They are natural leaders and authentic voices of the community. They are an invaluable source of information in a community.

Coalition Onboarding

Onboarding is a key function of coalition building that ensures that new members are oriented to the culture and work of the coalition, and understand the expectations, commitments and engagement opportunities aligned with the coalition's mission and purpose.

Butterfoss suggests that coalitions:
- Put member commitments in writing, including job descriptions for leadership, governance and workgroup participants,
- Solicit *Memorandum of Understanding (MOU)* or *Member Agreement/Commitment* that lays out the rules that govern the coalition, especially concerning substantial contributions that partners make to support your efforts. It includes vision, mission, purpose, values, timelines, milestones, expectations, contributions and roles, financial relationship, and rules on participation, decision-making, communication and conflict resolution.
- Provide new members with *Coalition Membership Packets* that include:
  - the coalition's history: vision, mission, and goals
  - a coalition organizational chart
  - bylaws and coalition guidelines
  - a roster of members
  - steering committee and workgroup members
  - sample meeting minutes
  - meeting and events calendar
  - newspaper articles or success stories
  - coalition products or tools.

A *Coalition Member Job Description* should include the following:

- Prepare for and attend coalition and work group meetings regularly.
- Gather/relay appropriate information to coalition as a basis for decision making.
- Help conduct community assessments and participate in strategic and action planning.
- Share ideas/concerns and ensure that others are invited to do the same.
- Help carry out work group initiatives.
- Serve as meeting recorder on rotating basis,
- Report coalition progress to own organization and share its concerns/ideas with coalition.
- Be a coalition ambassador at other meetings/events.
- Recruit other members.
- Serve as an elected coalition leader.
- Help develop resources to sustain coalition.
- Advocate and promote the collation's mission/wherever possible.
- Time Commitment:
  - Approximately one to three hours per month.
  - Attend work group/coalition meetings and major events.
  - One-year availability.

Part II: Make it Work

Effective Coalitions

Community planning – a process of assessing your community's needs and the capacities or assets available to meet those needs.

The simpler the assessment and planning process the more likely it is to succeed. A climate of enthusiasm toward planning must be cultivated within the coalition, otherwise the process has less chance of success.

Planning helps communities:
- understand needs and their root causes,
- share how needs impact quality of life,
- identify community strengths, weaknesses and assets,
- inventory resources,
- identify relevant data and obtain a baseline for measuring future outcomes.

Take Action: Develop a Community Action Plan

1. *Define scope* – focused on what you need to know vs. what is good to know. This requires clearly defining the community issues, the affected community members, the geographic area, and the key questions to answer.

2. *Collaborate* – collaboration at this stage aids in ensuring collaboration for the implementation of the plan of action. It increases access to data and resource and establishes relationships that will be critical for leading the proposed actions that result from the assessment.

3. *Collect data-* start with collecting secondary data then move to primary data
   a. **Secondary data** – data that others have already collected. Focus on quality not quantity. ([Kids Count,](#) [PACEs,](#) [OASIS,](#) [GOSA Dashboard,](#) [Census,](#) [IPRICE,](#) [GA Essentials,](#) [ALICE](#))
   b. **Primary data** – collected by the group conducting the assessment. Use surveys, observation, focus groups, interviews, and case studies.

4. *Determine key findings* – analyze data to identify key findings, highlight significant trends, reveal differences across community sectors, and clarify answers to the assessment's key questions. Who is disproportionately impacted by the issues and how?

5. *Set priorities and create an action plan* – Action plans identify specific actions and deadlines, as well as a person and organization responsible for each action.

6. *Share your findings* – Distribute your plan and share what you have learned. Use visuals to illustrate findings, create a summary (1-pg) of key findings and actions that come from community assets or needs. Provide opportunities for community members who weren't involved in the assessment to carry out the plan.

Logic Model – a roadmap that describes the coalition's core elements and the connections between them. It is a visual representation of the community's needs, work to be implemented and anticipated outcomes both immediate and long term. It includes inputs/resources, strategies or activities, outputs, outcomes, external influences.

Logic Model Examples:
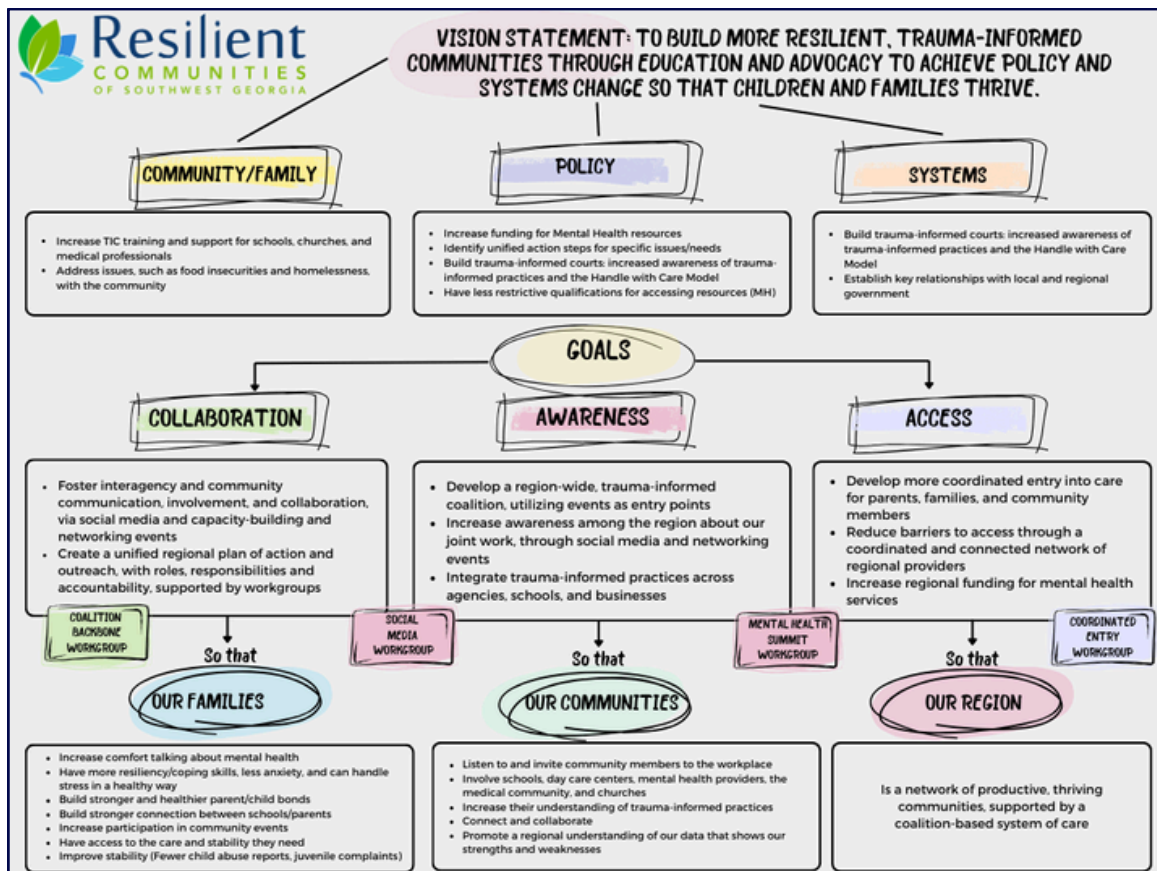
Plan and prioritize strategies – effective strategies should reflect the values, mission, and priorities of the coalition and build on existing community resources, opportunities, and programs/services.

1. Coalitions should strive to change policy, systems and environments (PSE) that shape the choices that communities make.
2. Community vs. Individual strategies

Individual Strategies – are focused on creating change at an individual level – change of status, change of motivation or behavior or change to a life outcome.

- Provide information through educational workshops or media
- Enhance skills of participants, members, and staff
- Provide support and encourage people to participate in activities that reduce risk or enhance protection

Community and environmental strategies – change the system of services and the infrastructure of the community or organizations in which they are provided.

- Enhance access or reduce barriers to utilization of systems and services
- Change consequences by providing incentives or disincentives to increase protective behaviors or decrease risky behaviors
- Change the physical design or structure of the environment to reduce risk or prevent harm
- Modify or change policies, bylaws, rules or laws

Successful strategies are:
- comprehensive, flexible and responsive;
- managed by competent, committed individuals with strong management and communication skills;
- have reasonable costs that directly relate to expected benefits;
- involve staff, partners and the community in planning, implementing and decision-making;
- build shared purpose among staff, partners and participant to help overcome barriers and setbacks.

Types of strategies
1. Scientifically supported (top priority)
2. Some or mixed evidence strategies (when stronger evidence isn't available)
3. Expert opinion strategies
4. Insufficient evidence strategies (for innovation)
5. Evidence of ineffective strategies (invest resources elsewhere)

Is your strategy a priority?	Yes	No	Evidence for Answer
Does justification for the strategy exist?			
Does the strategy represent a best or promising practice?			
Does the strategy reflect coalition goals and objectives?			
Is the strategy aligned with priorities of the lead agency, staff members and community partners?			
Does the strategy mesh with existing ones in the community?			
Is the strategy culturally appropriate for the priority population?			
What barriers may stand in the way of carrying out this strategy?			
Is the strategy cost effective?			
Is the strategy politically feasible?			
How will success be measure and evaluated?			
Is the strategy likely to have a positive impact, such as improving access to or delivery of services and maximizing resources and partners' efforts?			

Encourage Commitment, Participation, and Sharing of Resources

In considering *member retention*, it is important to remember that those members that perceive more benefits than costs of participation are more likely to engage in voluntary associations and coalitions, and be satisfied and committed.

Leadership should focus on creating a culture or coalition climate that unites members around the shared vision, shared decision making, conflict resolution and addressing diversity in the coalition's plan.

Member representatives should serve as links between their organizations and your coalition. *Keep in mind that the member is actually the organization.* Members should regularly update the coalition about upcoming events, issues and policy changes within their organizations so that the coalition is responsive to those organizations as they deliberate issues and make decisions. And, members should inform their organization about key decisions that the coalition makes. Do not assume that an organization is willing to commit resources or support based on the members word. Commitment should be followed up in writing with commitment letters or MOUs.

Examples: RMG Onboarding Packet; BRRNWGA - MOU

What To Do When Things Go Wrong

Symptoms	Problem	Solutions
• Failure to plan • Failure to act • Delays • Frustration	Lack of focus or direction	• Clarify vision, mission and goals • Develop action plans • Monitor progress
• History or past grievances surface • Unequal sharing of resources • Disruptive meetings • Hidden agendas • Lack of trust	Turf battles and competition	• Recommit to vision for community • Develop value statements • Prevent or openly address conflict • Promote face-to-face discussion to reveal partners' concerns/needs • Use information conciliation • Use third-party mediation

Symptoms	Problem	Solutions
• Member and leader burnout • Unreasonable demands on staff • New members fail to engage in work • Frustration • Resignations occur • Imbalance in power among organizations	Unequal sharing of power, decision making and responsibility	• Develop written roles and responsibilities for staff, leaders, and members • Create MOUs for member organizations • Meet with CEO/director of each organization yearly to clarify expectations • Review action steps at meeting's end and at start of next meeting • Hold annual coalition retreat to orient/train members on team building and delegation • Each organization gets one vote
• Members are uninformed about meetings/events • Infighting erupts • Members and community don't see results from their efforts	Ineffective communication	• Promptly distribute minutes • Send monthly e-newsletters and items for partner newsletters • Develop/distribute 1-page organizational message • Hold annual state-of-the-coalition address to recap progress and future plans
• Dominance by professionals • Some community sectors aren't well represented • Coalition isn't respected or known in community • Community groups do not support coalition and its work	Poor links to the community	• Conduct gap analysis to build diverse representation • Engage in a serious recruitment campaign • Hold meetings and events in accessible, neutral sites • Speak about coalition opportunities at community events • Support activities of other community partners

Symptoms	Problem	Solutions
- Ineffective work groups - Ineffective steering committee - Failure to develop, maintain or rotate leadership - Poor attendance - High "dropout" rate - Lack of ongoing training - Inadequate funding - Lack of results	Ineffective coalition structure or function	- Conduct strategic planning to realign mission and goals with structure and function - Build organizational chart - Conduct annual retreat and orientation for leaders - Institute a 1- to 2-year leader term limits and annual elections - Commit to effective meetings and reporting - Have veteran leaders and members mentor new ones - Develop resource development or steering committee to develop budget, resources and funds
- Poor or inconsistent attendance - Lack of follow through on tasks	Time and loyalty conflicts	- Use surveys and discussions to find best meeting times and fit between talents and tasks - Conduct annual review of commitment letters - Ask organizations to send new representatives with more time to offer coalition - Follow-up by chairs of non-attenders and those who fail to finish tasks

Symptoms	Problem	Solutions
• Coalition is not recognized by media or key community leaders • Coalition doesn't receive grants of funding from proposals • Recruiting members and leaders is difficult • Expected outcomes don't occur • Community problems are unresolved	Lack of outcomes	• Develop logic model, action plan and evaluation plan. • Collect data and consistently monitor short-term, intermediate, and long-term outcomes to hold partners accountable and help align efforts • Coordinate each partners' activities via an agreed-upon action plan • Use 1-page organizational message and social media to broadcast successes to current and prospective members and leaders • Contact foundations and funders to explore funding opportunities

Currently, what is your coalition's greatest challenge(s) to collaboration and/or success?

What problem in the table above best aligns with the challenge(s) and why?

Which solution(s) from the table can you implement to address the challenge(s) in the next 3-6 months?

Part IV: Sustaining It

Sustainability – defined as a community's ongoing capacity and resolve to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for all.

In order to create sustainability, coalitions should have:
- Involvement in significant community activities
- Strategic capacity
- Clear values or operating principles
- Core leadership with strong commitment
- Diverse membership
- Management capacity
- Community buy-in and support
- Power and influence

Identify Resources to Sustain Strategies

There are *four hallmarks of fiscally sound non-profit* organizations:
1. Diversity of funding sources
2. Internal generation of funds
3. Multi-year funding
4. A community home and/or fiscal agent

Market Your Coalition and Its Work

Marketing – the process by which an organization presents itself as valuable so that other organizations or individuals are willing to make an exchange in order to be a part of that organization.

Develop an organizational message that communicates the unique purpose, scope of activities and priority population.

In the box below, describe your current marketing message and efforts.

Coalition marketing efforts should include the following:
- Website
- e-newsletter or e-blasts
- Blogs and social media
- Direct mail – new donors and customers
- Occasional public relations events – community forums
- Develop displays for high traffic sites
- Convene community leaders in problem-solving meetings around issues of interest

Resilient Georgia Coalition Examples:
- [Cobb Mind Your Mind](#)
- (?) South Georgia Billboards

Tools for communication planning can be found in the Community Toolbox at: https://ctb.ku.edu/en/table-of-contents/participation/promoting-interest/communication-plan/tools

Sustain Energy and Interest in the Work

Successful long-term planning requires having a clear understanding of the long-term vision that includes your coalition's structure or strategies that need to be maintained or improved. Coalitions should have a shared understanding of what sustainability means, and agree that sustainability planning is valuable. It should determine the structure and communication strategies best aligned with the coalition's culture. Sustainability planning should be clear and framed in the context of the coalition's strategies and activities and be part of a collaborative effort.

10-Step Sustainability Planning Process (Center for Civil Partnership)
1. Create a shared understanding of sustainability
2. Create a plan to work through the process
3. Position your effort to increase your sustainability odds
4. Look at the current picture and pending items
5. Develop criteria to help determine what to continue
6. Decide what to continue and prioritize
7. Create options for maintaining your priority efforts
8. Develop a sustainability plan
9. Implement your sustainability plan
10. Evaluate your outcomes and revise as needed

Spin Off Strategies & Change Structure Or Process

Institutionalization – the active process of establishing your initiative within your coalition, a partner organization, or the community.

Spin off strategies what will be difficult to sustain, if not discontinued, to partners or community organizations that are better suited and ready to facilitate them.

The coalition may need to alter its structure or the way it does business in order to implement its strategies well and achieve its goal. This requires ongoing and thoughtful reflection and assessment

Use Evaluation to Sustain Your Coalition & Its Efforts

Monitoring – the process of collecting information to describe an initiative.

Evaluating – in-depth analysis and comparisons. The information gained should support changes that improve the coalition and its strategies.

Coalitions should determine if their evaluations will be Formative or Summative.

Formative – looks at the activities and outputs in your logic model or what makes an initiative work (the process).

Summative – looks a the short-term, intermediate, and long-term outcomes that are identified in your logic model.

Evaluation can be conducted using quantitative, qualitative of mixed methods. Consider the story your coalition needs to tell, and the audience they are telling it to to help determine which method fits best.

Quantitative methods– focus on counting and classifying the answers to your evaluation questions and constructing statistical models to explain what is observed.

Qualitative methods– provide detailed, and often narrative, answers to your evaluation questions and are used to explore a topic or confirm quantitative findings.

Coalition Monitoring Planning Table

What data do or will you collect to assess the functionality or product of your work?	*Data source and frequency of collection:*
Is the data quantitative, qualitative or both?	*Quantitative:* *Qualitative*
How will you analyze and use the results? How will they influence decision-making?	

There are many sources to choose from to gather information about your coalitions efforts including *existing data* (reports, minutes, databases and websites), *people* (coalition members, participants, general public and key stakeholders), and *other sources* (events, activities and practices, picture documentation of events and activities, maps and charts).
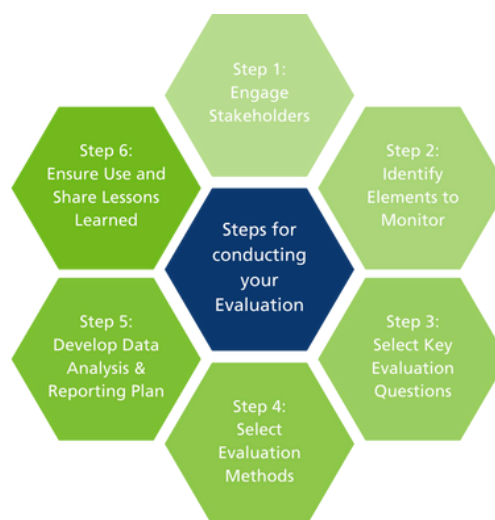
Use the table below to begin outlining the steps of your evaluation plan.

Step 1: Engage Stakeholders	Which members have the data you need, skills in evaluation, or will benefit from your evaluation?	
Step 2: Identify Elements to Monitor	What aspects of your work will you evaluate? Can data be collected systematically to evaluate each aspect?	
Step 3: Select Key Evaluation Questions	What questions do you want the answers to? How will the answers to these questions inform your work going forward? What do you need to know about the achievement of short, intermediate or long-term outcomes?	
Step 4: Select Evaluation Methods	How will the data be collected? Will you need to design surveys, conduct interview, create case studies, or implement an experimental design?	
Step 5: Develop Data Analysis & Reporting Plan	How will you summarize and analysis the data? How will you inform members and outside stakeholders about the results?	
Step 6: Ensure Use and Share Lessons Learned	How will you utilize results? How will they inform decision-making? How should evaluation results inform continuous quality improvement of our strategy(ies)? How will we share learning and who will we share it with?	

Expand or end your coalition when goals are reached. The *reasons coalitions end* include:
- They choose not to continue after initial funding ends
- They actively disband because they find new homes for their activities within the community
- Because they have achieved their original goals

RG Coalition Team:
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- **Nikki Warner**, Regional Program Manager; Point of Contact for Round 1 and Round 4. Contact: nwarner@resilientga.org
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Resources for Coalition Leaders

- **Reports & Briefs**: Learn more about RG's inception, priority areas, and strategic plans on our website.
- **Training Roadmap**: A guide to free and affordable training on resilience and trauma-informed practices tailored for various sectors.
- **Learning Cards**: Available in 13 languages, these cards can be cobranded with your logo at no cost. Contact us to request your set.

Resources for Coalition Leaders

- **Speakers Bureau:** A directory of Subject Matter Experts who can provide information and presentations at local events.
- **Justice, Equity, Diversity, and Inclusion (JEDI) Resource Guide:** A brief guide that defines Justice, Equity, Diversity, and Inclusion and highlights examples of how coalitions have integrated JEDI into their work.
- **Resource Pages:** Mental health resources for diverse communities, including AAPI, LGBTQ, Black, Hispanic, and Latinx populations, and resource pages focused on topic areas like ACEs, Art Interventions, and Early Childhood.
- **Evaluation Plan Framework:** It is crucial to begin data collection and the measurement of change as soon as the coalition programs begin. This early start is essential to establish baseline data, which will be invaluable in assessing progress and impact over time.

Our Coalition's Alignment with the Collective Impact Framework

Utilizing the activities you have completed in this workbook, clearly outline your coalition's fit with the Collective Impact Framework. Identify challenge areas and ideas for improvement that should be built into your coalition's community action plan.

Common Agenda (see page 6):	Shared Measurement (see pages 22 - 23):
Mutually Reinforcing Activities (see pages 13 - 15):	**Continuous Communication (see page 5 - 6, 20 - 21):**

Backbone Organization (see page 7):