

Building a Sustainable Organization: Celebrating Healthy Communities Coalition (CHC)

Spring 2015 042215

CHC Sustainability Statement: Celebrating Healthy Communities is a sustainable, community-based coalition that attracts and maintains strong partnerships and funding that collectively achieves measurable impact by addressing the community identified priorities of building assets for youth while preventing and reducing substance use.

Sustainability Characteristics	Assessment of current reality	Key Issues to work on	Key Action Steps, timeline and lead person or group:
<p>Observable or measurable impact</p> <ul style="list-style-type: none"> • Ability to show outcomes or results • Not to be confused with outputs or inputs 	<ul style="list-style-type: none"> • Multiple years of collected process and outcome data including quantitative and qualitative measures. • Multiple years of collecting youth specific data which show increased assets for youth and reduced youth substance use. • Extensive tracking taking place in the COMET tracking system for SAMHSA. Collaboration activities are tracked here. • Proven record of ability to administer and disseminate results of the Healthy Kids Colorado Survey and the Attitudes & Behaviors Survey (40 Developmental Assets Survey). 	<ul style="list-style-type: none"> • Increased ability to educate coalition and community members regarding collected data and relationship to coalition chosen strategies. • Increased dissemination of coalition outcomes to diverse sectors to show effectiveness of chosen strategies. • Increased ability to help coalition members utilize collected data for planning purposes and to show progress on reaching their goals and objectives. • Increased communication regarding scope of collaborative efforts that make up the coalition. • Increased use of a “common language” in telling the story of the coalition to a variety of audiences. 	<ul style="list-style-type: none"> • Biennial collection of strategic data including youth surveys such as Healthy Kids Colorado and other key data sets. CHC Evaluator • Annually train coalition members to understand data collection process and how to present data to diverse sectors. CHC Evaluator & Staff • Incorporate consistent invitations to present and share CHC collected data on promotional materials and on coalition meeting agendas. Monthly, CHC Staff

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<p>Competitive Edge</p> <p>What an organization gains from features such as its programs, fundraising, management, staff and volunteer capacity.</p> <p>Coalition members have numerous and varied avenues for participation beyond meetings.</p>	<ul style="list-style-type: none"> • Comprehensive prevention coalition working on root issues versus “symptoms.” • Provides evidence-based prevention strategies versus direct service treatment. • Leader in the movement to encourage youth-serving organizations to integrate the 40 Developmental Assets framework into their daily practice. • Long term relationship and collaboration with multiple sectors including the Southern Ute Indian Tribe. • Longevity (22 years) and reputation of CHC for achieving measurable outcomes. • Good at building relationships with diverse sector partners. • Focus on issues defined and relevant to CHC members. • Offers routine professional development opportunities to coalition and community. 	<ul style="list-style-type: none"> • Increase active participation from youth including young adults. • Develop new relationships (identify key desirable partners) • Develop coalition member capacity to be key spokespersons to communicate about the coalition. • Capitalize on community readiness regarding substance use prevention trends in La Plata County. • Increase ability to tailor coalition materials and message to address specific cultural needs • Increase ongoing cultural competency work within CHC and partner organizations • Increase defined partnership with Fort Lewis College. • Increase ability to tailor coalition materials and message to address specific cultural needs 	<ul style="list-style-type: none"> • Define core values and unique services (formal branding) that CHC offers and train coalition members to use specific talking points to describe coalition to others. Summer/fall 2015, CHC Staff & Sector Reps • Solidify web presence and social media maintenance protocols. Summer 2015, CHC Staff • Develop and disseminate population specific adaptations of CHC materials i.e. for different ages, cultures, languages etc. Winter 2016, CHC Staff

	<ul style="list-style-type: none"> Promotes healthy lifestyles and encourages development of and attendance at alcohol/drug-free Healthy Events. Numerous avenues for member participation beyond meetings. 	<ul style="list-style-type: none"> Develop effective outreach efforts to reach low socioeconomic status individual's education and advocacy needs 	
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<p>Secure Funding</p> <p>Funding that ensures coalition achieves the impact it intends and is the best source of support given the coalition's mission and vision.</p>	<ul style="list-style-type: none"> In year 3 of a five-year DFC grant. Lack of diversified funding as a result of changing fiscal sponsors. Lack of staff time and changing of fiscal sponsors has meant no grant proposals beyond the DFC funding application have been submitted during the past year. Few partners write in line items to help sustain CHC budget. However, many give substantial match dollars and other in-kind services. 	<ul style="list-style-type: none"> Diversify funding streams Coordinate partner organizations to add line items within their grant budgets to support mutual goals and objectives. Add column on levels of collaboration for this aspect of partnering. Apply to local funding sources for funds Keep CHC name/mission in press 	<ul style="list-style-type: none"> Convene Finance Task Force to research and submit grant proposal and identify and cultivate local donors and other revenue sources. Summer 2015, CHC Staff & Advisory Board member Formally request that partners define a role that CHC can perform i.e. trainings, research etc. and write in dollar amounts in their org's budget/grant applications. Summer 2015, CHC Staff Make specific requests of time, money or other needs from coalition partners. Spring 2015, CHC Staff

	<ul style="list-style-type: none"> • Currently no financial involvement between CHC and treatment providers. 	<ul style="list-style-type: none"> • Create recognition that education and prevention save money. Cost benefit for investment. Post on website. • Carefully weigh costs of local fundraisers in terms of staff and member time and realistic monetary gain before creating events or campaigns. • Increase requests to local businesses for support such as food or other donations that the DFC funding cannot provide. 	
Sustainability Characteristics	Assessment of current reality	Key Issues to work on	Key Action Steps, timeline and lead person or group:
<p>Financial Capacity</p> <p>Enough money to:</p> <ul style="list-style-type: none"> • Survive, maintain operations or grow • Pay for internally generated change, e.g. new IT system, program and staff development • Pay for responses to external change 	<ul style="list-style-type: none"> • Currently only one funder – DFC, due to changes in fiscal sponsorship. • May find new resources as result of having SUCAP as new fiscal sponsor. 	<ul style="list-style-type: none"> • Critical to maintain salaries and allow for salary growth to retain key staff. • Limited financial capacity to send staff and coalition members to out of area training and conferences. • Presence at big community events • Continue relationship building with diverse sectors of community 	<ul style="list-style-type: none"> • Develop menu of CHC costs to provide programs and services. Summer 2015, CHC Staff & Advisory Board member • Add CHC bylaw that requires quarterly review and annual approval of CHC budget by membership to increase their familiarity with finance issues. Fall 2015, CHC Staff • Request member organizations identify which line items their funding sources could cover annually to sustain CHC operations and what types of services are valuable to their orgs i.e. merit fee for service. Summer/fall 2015, CHC Staff • Create list of local sources of funding including focus area of funder. Winter 2015, CHC Finance Task Force

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<p>Capacity to Adapt</p> <ul style="list-style-type: none"> • Scan the external environment • Build and maintain external relationships • Plan for and take strategic opportunities to develop services or collaborate with others • Address unanticipated threats to operations and/or revenue • Learn from results of efforts 	<ul style="list-style-type: none"> • CHC made a major adaptation in 2010 based on an environmental scan and keeps updating its vision to stay in touch with its community by utilizing the Strategic Prevention Framework. • Commitment to shared vision with diverse partners keeps coalition relevant and important. • Coalition members can be counted on to actively promote mission and carry out activities. • Partners are furthering the use of Developmental Assets and Healthy Kids Colorado Survey data in their curriculum development in direct service and some schools. • Motivate and guide people to change in response to learning 	<ul style="list-style-type: none"> • Expand participation from diverse sectors. Frequently identify who is <u>not</u> at the table. • Further discuss branding of the coalition in relationship to building developmental assets. Design brand taglines that are widely used by coalition members. • Recognize and address the current gap in the differences between working with nonprofits and the business community. • Recognize potential challenges in staff “control” and coalition member contributions. • Revise existing new member packets, streamline for critical content that allows for new members to get up to speed quickly. • Utilize new website and Facebook page to increase member knowledge in multiple domains of coalition functioning. 	<ul style="list-style-type: none"> • Expand coalition member diversity and engagement opportunities by tailoring communications and outreach efforts to diverse sectors of the county. Fall 2016, CHC Staff • Conduct biennial update of Strategic Prevention Framework. Fall 2015, CHC Evaluator & Sector Reps • Motivate and guide people to change in response to learning

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Glossary of acronyms

CHC – Celebrating Healthy Communities Coalition

DFC – Drug Free Communities

SAMHSA – Substance Abuse & Mental Health Services Administration

HKCS – Healthy Kids Colorado Survey

SUIT – Southern Ute Indian Tribe

Parking Lot:

Follow-up on the following diversified data sources for the Strategic Prevention Framework update:

1. Buxton Study with Emily Meisner to see what data could inform coalition efforts.
2. Sales Tax data
3. Testimonials collected at the La Plata County Fair
4. Tracking of an increase in healthy events
5. Qualitative interviews of diverse youth
6. Polling movie goers
7. Store openings or events i.e. new Ignacio grocery store
8. Economic Development Alliance, Roger Zalneraitis
9. Media site that could be the repository of photos collected by the community – environmental scan of what is working

Groups the coalition would like to work with more directly:

1. 18-30 year olds (programs that include social outlets beyond local bars)
2. Southern Ute Detention Center families via the Ignacio Library
3. Low SES populations
4. Shining Mountain Diabetes Education – Ignacio

Actionable Ideas:

1. Obtain credit approval for CHC workshops from Adams State and Fort Lewis College.
2. Request ongoing slot in Creating Community column of the Durango Herald, Southern Ute Drum, and Pine River Times.
3. Continue dissemination of asset of the month prompts to county-wide partners.

Sustainability Statements submitted by Advisory Board and Sector Reps at Spring Sustainability Workshop:

1. CHC is sustainable because it has measureable impact through surveys, reports and up to date media. It is unlike any coalition in the community with unique partnerships, not being afraid to ask for community support and generosity while rolling with the punches coming out stronger than before.
2. CHC will continue to attract connected, committed and influential partners who will engage with the mission to impact our community.
3. CHC will develop a business model that supports the group of educated coalition members to evolve with the changes of the community through relevant data that's been efficiently collected and well support the reasons to deliver a consistent, continuous activity that the entire community recognizes through effective branding.
4. CHC will be sustainable through a qualitative story of the positive promotion of healthy lifestyles funded through grants and the generosity of partners to survive. [LP note, would not use the word survive, rather thrive or flourish, etc.]
5. CHC will be sustainable as a result of collecting great statistical data that will inform its ability to educate the public regarding prevention and health-oriented lifestyles resulting in confidence of others to fund the organization to increase its capacity to reach out and further adapt to the ever changing community we exist in.
6. CHC will be sustainable as a result of developing and strengthening the coalition by telling our story using relevant data to as many diverse sectors to allow us to build a more diversified group who can not only share our common themes but help create financial stability and flexibility.
7. CHC will maintain sustainability by sharing measurable results from the strategic collection of relevant data to show impact and achievement of stated long term goals. Its competitive edge is a result of secure, diversified funding and its role as a unique prevention coalition focused on building assets for youth and increasing collective impact with its diverse community partners.

Respectfully Submitted, Patricia Senecal, Director, Celebrating Healthy Communities Coalition, SP20732-03