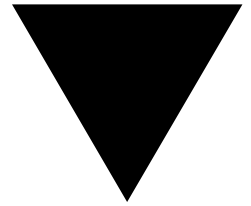


III. Implement the Intervention

Implementation



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Determining the Type of Intervention

Definitions

The categories defined here are intended for use with the "Moving to the Future" series only. Terminology varies from one community to another. It is important to know the terms used in your community and to adapt them accordingly.

Categories of Interventions

Change can be difficult, especially where lifelong behaviors are concerned. Using a variety of intervention strategies increases your chance of getting people to change their behavior and improve their health. When brainstorming nutrition intervention ideas, it is very important to remember that doing what "has always been done" may not be the best course of action. It is important to step beyond the obvious to generate ideas.

To help stimulate creative thinking, we are introducing a relatively new group of interventions called environment-based interventions. We have divided interventions into two categories: individual- and environment-based. Interventions may not fit neatly into a single category, but we hope these categories will help you explore a broad range of possible interventions.

Individual-based Interventions

Individual interventions enhance individual motivation and readiness to change. The interventions in this category are designed to:

- **enhance awareness, knowledge, and motivation** by providing targeted information or education about desired lifestyle habits. Examples include teaching fire fighters about healthy snacking or providing dietary counseling to cardiac patients.
- **provide training or skill-building opportunities** that strengthen the ability to make desired lifestyle changes. Examples include offering after-school healthy cooking classes for teachers or scheduling weekly appointments with diabetics to develop meal plans and activity schedules.

Environment-based Interventions

Environmental interventions create an environment supportive of healthy behaviors. The interventions in this category are designed to:

- **develop social networks** to encourage healthy lifestyles. Examples include working with a community organization to ensure that four fruit and vegetable dishes are offered with entrees at all events where meals are served or encouraging shopping mall store owners to print healthy eating messages on shopping bags.
- **alter physical environments** to promote healthy behaviors. Examples include mobilizing efforts to build more walking paths or collaborating with worksite cafeterias to add more low-fat entrees to their menus.
- **influence policies** that encourage healthy habits and discourage unhealthy ones. Examples include encouraging a company to adopt a policy that allows employees to have breastfeeding breaks during work hours or promoting healthy food vending policies.

Brainstorming Ideas

Now you need some program ideas that will help you achieve your goals and objectives. Brainstorming is a great way to get started, whether you are working alone or in a group. It allows you to explore the broadest range of ideas for achieving your goals and objectives. Use the following steps to guide a brainstorming activity.

- List the goal or objective on the top of large flip chart paper or in the left column of this worksheet.
- Have participants call out ideas (using short phrases) for achieving the goal or objective.
- Record every idea that comes up.

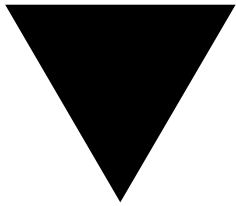
Determining the Type of Intervention



Goal or Objective	Potential Interventions	*
_____	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
_____	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
_____	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>
	➤ _____	<input type="checkbox"/>

* After completing your brainstorming session, use the definitions on the previous page to determine whether the potential intervention is individual or environmental. For individual interventions, place an "I" in the box next to the potential intervention. For environmental interventions, place an "E" in the box next to the potential intervention. If you haven't listed both individual and environmental interventions for a goal or objective, try brainstorming a second time to add ideas for the category of intervention that is missing.

Determining the Type of Intervention



Choosing the Best Interventions

Use this worksheet to guide your choice of interventions to pursue.

- Make copies of this form and complete it for each potential intervention recorded during the brainstorming session.
- Rate each intervention according to the criteria listed in the table, with a 1 indicating very low potential and a 5 indicating very high potential.
- The first five criteria (shaded) must be achievable. Interventions that do not receive a 4 or 5 for these first 5 criteria should be considered only after reviewing them with partners and re-thinking the interventions.
- Interventions that meet the first five criteria and receive high scores should be considered for implementation. Use the next page to rank the interventions.

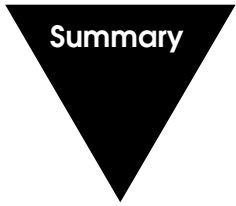
Goal or Objective: _____

Potential Intervention: _____

CRITERIA	RATING
Can be accomplished in the given time period	1 2 3 4 5
Can be accomplished with the given budget	1 2 3 4 5
Is wanted by target population and supported by community	1 2 3 4 5
Is needed by the target population	1 2 3 4 5
Can be evaluated	1 2 3 4 5
Fits with the goals of our organization	1 2 3 4 5
Enhances existing community programs	1 2 3 4 5
Fills a gap in nutrition services available to the community	1 2 3 4 5
Easy to implement	1 2 3 4 5
Other organizations may be willing to co-sponsor	1 2 3 4 5
Has the potential to become incorporated into the community	1 2 3 4 5
We have the expertise (or access to expertise) to develop and implement	1 2 3 4 5
Allows for personal/professional growth of staff	1 2 3 4 5
TOTAL	

Adapted from the *Minnesota Community Health Promotion Kit, 1991, and Nutrition Intervention in Chronic Disease, 1990.*

Determining the Type of Intervention



Summary: Choosing the Best Interventions (cont'd)

Using the previous worksheet as a guide, determine the number and type(s) of interventions you plan to implement. These may change as you continue through the process, but this will help focus your work.

Goal: _____

Objective: _____

Intervention: _____

Intervention: _____

Intervention: _____

Objective: _____

Intervention: _____

Intervention: _____

Intervention: _____

Goal: _____

Objective: _____

Intervention: _____

Intervention: _____

Intervention: _____

Objective: _____

Intervention: _____

Intervention: _____

Intervention: _____

Sample Workplan

Use this workplan to fill in all the tasks that need to be done to implement an intervention.

Intervention Start Date: _____

Objective: _____

Estimated Total Cost: _____

Determining the Type of Intervention



Evaluation Plan & Documentation					
KEY ACTIVITIES	Person Responsible	Completion Date	Estimated Cost	Elements Needed to Ensure Achievement	How will success be measured?
<i>Include each step necessary to implement the intervention.</i>				<i>Include: materials, time factors, available staff time, convenient time for participants. Involve target group.</i>	

See next page for blank workplan.

Adapted from *PATCH: Guide for the Local Coordinator, 1993.*

Determining the Type of Intervention



Workplan for: _____
 (planned intervention)

Intervention Start Date: _____

Objective: _____

Estimated Total Cost: _____

				Evaluation Plan & Documentation	
KEY ACTIVITIES	Person Responsible	Completion Date	Estimated Cost	Elements Needed to Ensure Achievement	How will success be measured?

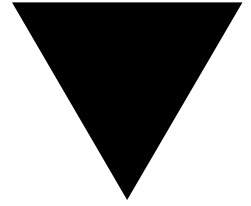
Adapted from *PATCH: Guide for the Local Coordinator, 1993.*

Documenting Progress

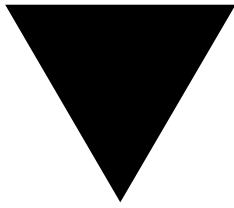
Records to document the progress of your implementation begin on page 105 in the "Monitoring and Evaluation" chapter. These include:

- ▶ Intervention Record
- ▶ Media Record
- ▶ Meeting Record
- ▶ Revenue Record
- ▶ In-Kind Contributions Record
- ▶ Expense Record
- ▶ Health Status Record
- ▶ Nutrition Status Record
- ▶ Cost-Effectiveness Record

**Determining the
Type of Intervention**



Financing Interventions



This section focuses on sources of funding for your intervention. Many organizations and agencies in your community, not detailed here, may partner with you or provide in-kind contributions. Other organizations may also be able to provide you with ideas about funding sources.

Finding Funding: Tip Sheet

The handbook, *Moving to the Future: Developing Community-Based Nutrition Services*, has four sections on securing funding for nutrition interventions. These sections outline the information you need to approach a funder with a grant proposal.

This *Workbook & Training Manual* includes information on locating sources of funding. The four primary sources of funding for nutrition services are government agencies, foundations, corporations, and fee for services. Individual donors, direct mail, and special events can also generate revenue, but are not included here. While not a source of cash revenue, in-kind support (staff time, mailings, photocopying, office space, etc.) can aid in the implementation of a planned intervention where funding is not available.

Funding Table

The table that begins on page 80 includes information on where to look for government, foundation, and corporate funding that can be used for nutrition services at the local, state, and national level. This list is not exhaustive, but should provide you with enough information to get started.

The names and organizational structures of government agencies vary among local and state governments. For example, services for the elderly may be administered through an office on aging or a department of human services. The funding table lists the most likely places to locate a particular government agency.

Contacting Government Agencies

Government agencies at the local, state, and national level are generally listed in a telephone book. These listings may be in the white pages under city or county government, state government, or U.S. government. Some directories include “blue government pages” with these listings. Local libraries also have several “federal agency yellow pages.” In addition, many government agencies at the local, state, and national level have web sites. The funding table includes some of these addresses.

Tips on Working with Potential Funders

Government:

- Call for information on funding priorities and to determine the appropriate person to contact. Government agencies have local (city or county), state, and federal levels. Decide which level is most likely to fund your intervention and approach these accordingly.
- If funding priorities are a match, make an appointment with the agency contact.
- Discuss the planned intervention with the agency contact and ask for support — cash contribution, grant, or in-kind support, or a combination of these. Know what you want before you meet with the agency contact.

- Provide the agency contact with a one-page summary of intervention.
- Follow up with a letter to 1) thank the contact for their time, 2) review items discussed during meeting, and 3) outline the next steps for both parties.

Foundations:

- Remember: a foundation's purpose is to provide financial support to good projects.
- Foundations generally have different categories or areas of interest where they target their funds. Apply to those foundations that fund projects similar to yours. Some foundations restrict funding awards to specific geographic areas.
- Foundations may award funds exclusively to national, state, or local organizations or to a combination of any of these. If it is a combination, the foundation will generally have allocated funds for each level.
- Follow your organization's fundraising or partnership guidelines or principles.
- When first contacting a foundation, ask for a copy of its annual report and program guidelines. Also verify the name of the person assigned to the program or grants division.
- Make sure to check for essential application criteria and funding limitations.
- Follow the application instructions exactly.
- If calls are allowed and you have questions, contact the program officer to discuss, in very general terms, the nature of your project.

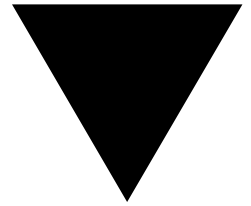
Corporations/Businesses:

- Local businesses may provide in-kind space or staff time for an intervention.
- Make sure competing business interests are given equal opportunities for participation in the coalition.
- Be sure to identify the mutual benefit of a partnership.
- Follow the tips under "Foundations."

Fee for Service

- Medicare, Medicaid, EPSDT are governmental sources of funding for select individual interventions in a variety of settings.
- Private insurance often provides coverage for nutrition services related to specific diseases. Some cover preventive services.
- Your agency may have established contracts with insurance providers. Nutrition services may be covered in such contracts.

Financing Interventions



Financing Interventions

Funding Table

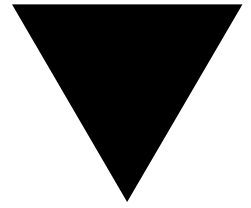
FUNDING SOURCE	HOW TO LOCATE
<p>GOVERNMENT (all agencies)</p>	<p>A local library should have these resources or access to them:</p> <ul style="list-style-type: none"> ➤ The state register (e.g. Texas Register) which announces funding opportunities, policy changes, and other matters relating to the relevant state government. ➤ Federal Register which announces funding opportunities, policy changes, and other matters relating to the federal government: http://www.access.gpo.gov/su_docs/aces/aces140.html ➤ Federal Web Locator: http://www.law.vill.edu/Fed-Agency/fedwebloc.html
<p>Health Department/ agency</p>	<p>Local Government: Contact the health agency.</p> <p>State Government: Contact the director of nutrition services in the health agency. Nutrition may not be a separate division/department, and this position may be in another division such as maternal and child health, children with special health needs, chronic disease prevention and health promotion, WIC, diabetes control, cardiovascular disease, cancer prevention, etc. State health agency websites can be accessed via: http://www.astho.org.</p> <p>Federal Government: Start by contacting the nutrition section or staff nutritionist in the U.S. Department of Health and Human Services (U.S. DHHS). The following agencies can be reached through: http://www.os.dhhs.gov/</p> <ul style="list-style-type: none"> ➤ Maternal and Child Health Bureau, Health Resources and Services Administration ➤ National Center for Disease Prevention and Health Promotion, Centers for Disease Control and Prevention ➤ National Cancer Institute, National Institutes of Health (NIH) ➤ National Heart, Lung, and Blood Institute, NIH ➤ Center for Food Safety and Applied Nutrition, Food and Drug Administration
<p>Agriculture: Extension Service</p>	<p>Local Government: Contact the county Extension office.</p> <p>State Government: Contact the Food and Nutrition Extension Specialist usually associated with land grant universities.</p> <p>Federal Government: Start by contacting the United States Department of Agriculture (USDA) at: http://www.usda.gov/</p> <ul style="list-style-type: none"> ➤ Food, Nutrition, and Consumer Services ➤ Cooperative Extension System ➤ Food Safety and Inspection Service

Funding Table (cont'd)		Financing Interventions
FUNDING SOURCE	HOW TO LOCATE	
Education: schools	<p>Local Government: Contact the city or county board of education, the school district administrator, or the school food service director.</p> <p>State Government: Contact the Nutrition, Education, and Training (NET) Program Coordinator in the state department of education or state health agency. Also consider the state board of education.</p> <p>Federal Government: Start by contacting U.S. Department of Education.</p>	
Aging and senior centers	<p>Local Government: Contact city or county office/department on aging, elder services, or seniors programs.</p> <p>State Government: Start by contacting the nutrition program director at the office/department on aging, or elder affairs.</p> <p>Federal Government: Contact the Administration on Aging, U.S. Department of Health and Human Services: http://www.aoa.dhhs.gov//aoa/pages/aoa.html</p>	
Human services or social services	<p>Local Government: Contact social services, family services, human services systems, or Food Stamps.</p> <p>State Government: Start by contacting the child care block grant coordinator, Food Stamp director, Head Start program director, Medicaid director, or Early Periodic Screening, Detection, and Treatment (EPSDT) Program director.</p> <p>Federal Government: These programs fall under agencies listed under "Health" and "Agriculture."</p>	
Parks and recreation	<p>Local Government: Contact city or county parks and recreation departments or the transportation department for recreational trails, bike paths, etc.</p> <p>State Government: Start by contacting the state's department of natural resources, conservation, and recreation, or parks.</p> <p>Federal Government: Contact the National Park Service in the U.S. Department of Interior or the Forest Service in the USDA.</p>	

Financing Interventions	Funding Table (cont'd)
FUNDING SOURCE	HOW TO LOCATE
<p>Rural health initiatives/community development</p>	<p>Local Government: Contact community development and planning or economic development.</p> <p>State Government: Try contacting economic development.</p> <p>Federal Government: Try the Office of Rural Health Policy, HRSA, U.S. DHHS or Rural Economic and Community Development in USDA.</p>
<p>FOUNDATIONS</p>	<p>A local library or bookstore should have these resources or access to them.</p> <ul style="list-style-type: none"> ➤ <i>The Directory of Corporate and Foundation Givers</i> ➤ <i>The Foundation 1000</i> ➤ <i>The Foundation Directory</i> ➤ <i>Foundation Fundamentals</i> ➤ <i>The Foundation Grants Index</i> ➤ <i>Guide to U.S. Foundations</i> ➤ <i>National Data Book of Foundations</i> <p>These foundation references include, at a minimum, the following information: foundation name, address, phone and fax number, financial data, and whom to contact.</p>
<p>CORPORATIONS; LOCAL OR STATE BUSINESSES; LOCAL, STATE, OR NATIONAL TRADE ASSOCIATIONS</p>	<p>Contact the local chamber of commerce for a listing of local businesses. Possible local funders include: banks, businesses, civic organizations, colleges, local voluntary chapters (March of Dimes, American Heart Association, etc.), hospitals and other health facilities, media, schools, and universities.</p> <p>A local library or bookstore should have these resources or access to them.</p> <ul style="list-style-type: none"> ➤ <i>Corporate Giving Directory</i> ➤ <i>Corporate 500</i> ➤ <i>National Directory of Corporate Giving</i> ➤ <i>The Directory of Corporate and Foundation Givers</i>
<p>ADDITIONAL RESOURCES</p>	<ul style="list-style-type: none"> ➤ Funding Guide (Available from the Office of Minority Health Resource Center at 1-800-444-6472) ➤ Nonprofit Resources Catalogue (http://www.clark.net/pub/pwalker) ➤ Grants and Funding Sources (http://www.coastal.edu/services/grants/grants_b.htm) ➤ Grants Web (http://infoserv.rtttonet.psu.edu/gweb.htm#index) ➤ reSEARCH (http://toad.asu.edu/rschpage.html) ➤ Catalog of Federal Domestic Assistance (http://www.gsa.gov:80/fdac) ➤ URL's for Grant Seekers (http://faraday.clas.virginia.edu/~ebf9q/url_list.html) ➤ Non-government Funding Information Sources (http://www.amherst.edu/~develop/resources/resonlin/intsource.html)

Organizations Offering Fundraising Assistance

Financing Interventions



The Foundation Center

1001 Connecticut Ave., NW, Suite 938
Washington, DC 20036
(800) 424-9836 or (202) 331-1400

The Foundation Center is the only nonprofit organization whose sole purpose is to provide information on private, philanthropic giving. The Foundation Center has five libraries (Atlanta, Cleveland, New York, San Francisco, and Washington, DC) that provide a basic orientation in researching information on foundations, although staff do not make any recommendations about approaching funders. The center collects tax returns on private foundations, because most foundations do not disseminate annual reports.

The Foundation Center provides a research reference service for a fee, and has its own home page on the World Wide Web (<http://fdncenter.org>). The center sponsors workshops on proposal writing and forums where you have an opportunity to meet the grantmakers. Basic services are available free of charge, and anyone is welcome to come and research information. The Foundation Center is also linked to a nationwide network with resources in many other cities.

Funding Center

P.O. Box 263
Alna, ME 04535
(207) 586-5057

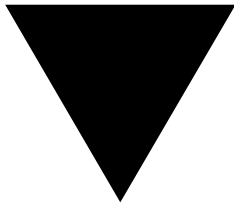
Offers specialized fund-raising assistance and related services to nonprofit organizations.

Grantsmanship Center

P.O. Box 17220
Los Angeles, CA 90017
(213) 482-9860

Assists in developing and improving funding and program planning skills. Offers workshops and seminars in grantsmanship and proposal writing. The Grantsmanship Center publishes the *Whole Nonprofit Catalog: A Compendium of Sources and Resources for Managers and Staff of Nonprofit Organizations* quarterly for free.

Financing Interventions



Organizations Offering Fundraising Assistance (cont'd)

Society of Fund Raising Executives

1101 King Street, Suite 700
 Alexandria, VA 22314-2967
 (703) 684-0410 or (800) 688-FIND
 (resource center), (800) 666-FUND
 (general information): fax (703) 684-0540

The National Society of Fund Raising Executives (NSFRE) is a not-for-profit member organization dedicated to advancing philanthropy through education and training, a code of ethical principles, and standards of professional practice. NSFRE has 138 local chapters that hold regular meetings, educational programs, and events on fund raising and resource development. The national office maintains a Fundraising Resource Center, open to both members and nonmembers. It maintains a large collection of reference materials on all aspects of fund raising (small scale to large scale). NSFRE maintains audiotapes, available on-site or on loan, of workshops and conferences sponsored by its national and local chapters. Reference staff are available daily in person or via telephone. They respond to questions by phone or supply packets of materials for a nominal service charge. Staff are also linked to the ORCA database, a computerized listing of information on over 13,000 foundations nationwide, and conduct searches for a nominal fee.

Support Center of Washington

2001 O Street, NW
 Washington, DC 20036
 (202) 833-0300

This nonprofit center was created to improve the effectiveness of nonprofit organizations. The center offers training for hands-on subjects as well as strategic planning, and organizes 200 workshops per year on topics such as financial management, board development, fund raising, management and governance, team building, conflict resolution, and proposal writing. (The two-day proposal workshop helps participants actually produce a proposal.)

The Support Center services are inexpensive to encourage access. The center provides support nationwide, and will provide on-site assistance to organizations across the country.

Preparing a Nutrition Intervention Budget

When developing the budget for your nutrition intervention, it is best to use your organization's budget categories. You will be held accountable for dollars spent on programs and for the outcomes of your intervention. Successfully managing intervention funds will help you in future funding applications. The budget forms on the next few pages are useful tools for monitoring and planning your intervention's budget.

**Financing
Interventions**

Budgeting

Financing
Interventions

Budgeting

Nutrition Intervention Budget

Year: _____

Revenue/Income Sources

	Previous Year's Revenue	Proposed Budget
--	----------------------------	--------------------

A. Government (city, town, county, state, federal)

1. Grants

_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____

2. Contracts

_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____

B. Foundation Grants

_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____

C. Business and Corporations

1. Contributions

_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____

2. Grants

_____	\$ _____	\$ _____
_____	\$ _____	\$ _____
_____	\$ _____	\$ _____

D. Earned Income

1. Sales of "x" product or service

\$ _____	\$ _____
----------	----------

2. Miscellaneous program-related income

\$ _____	\$ _____
----------	----------

E. Other Income

1. Contribution/Memberships

\$ _____	\$ _____
----------	----------

2. Special Events

\$ _____	\$ _____
----------	----------

3. Direct Mail

\$ _____	\$ _____
----------	----------

Total Income

\$ _____	\$ _____
----------	----------

Nutrition Intervention Budget (cont'd)

Expenses

Personnel Costs

	Previous Year's Expenses	Proposed Budget
--	-----------------------------	--------------------

A. Staff Title _____

\$ _____ x 12 months x 100% = (Note: 100% denotes full-time employment)	\$ _____	\$ _____
--	----------	----------

B. Staff Title _____

\$ _____ x 12 months x 100% =	\$ _____	\$ _____
-------------------------------	----------	----------

C. Staff Title _____

\$ _____ x 12 months x 100% =	\$ _____	\$ _____
-------------------------------	----------	----------

D. Fringe Benefits (Employee Benefits)

(Note: Fringe Benefits can either be computed by itemizing all fringe benefits, or by computing a fixed percentage of the total payroll of an organization or of a project.)

1. State Unemployment Insurance

_____ % x \$ _____ (total payroll) =	\$ _____	\$ _____
--------------------------------------	----------	----------

2. Worker's Compensation () =

	\$ _____	\$ _____
--	----------	----------

3. FICA/Social Security () =

	\$ _____	\$ _____
--	----------	----------

4. Health Insurance () =

	\$ _____	\$ _____
--	----------	----------

5. Life Insurance () =

	\$ _____	\$ _____
--	----------	----------

6. Pension () =

	\$ _____	\$ _____
--	----------	----------

7. Staff Training () =

	\$ _____	\$ _____
--	----------	----------

Or Fixed Percentage () =	Or \$ _____	\$ _____
---------------------------	-------------	----------

E. Outside Contracted Services

1. Bookkeeper

\$ _____/day x _____ days/year =	\$ _____	\$ _____
----------------------------------	----------	----------

2. Consultant

\$ _____/day x _____ days/year =	\$ _____	\$ _____
----------------------------------	----------	----------

Total Personnel Costs	\$ _____	\$ _____
------------------------------	----------	----------

Financing
Interventions



These sample budget sheets can help you organize and estimate your costs. Whether you follow this format or the budget format used by your organization, budget information will be an important attachment to your nutrition plan.



Nutrition Intervention Budget (cont'd)

<u>Expenses</u>	Previous Year's Expenses	Proposed Budget
Non-Personnel Costs		
A. Office space rental		
\$ ____ x 12 months =	\$ _____	\$ _____
B. Utilities (gas, electricity, etc.)		
\$ ____ x 12 months =	\$ _____	\$ _____
C. Telephone (monthly service, including long distance charges and Internet access)		
\$ ____ x 12 months =	\$ _____	\$ _____
D. Printing (including newsletters, brochures, annual reports, program publications, etc.)		
\$ ____ x 12 months =	\$ _____	\$ _____
E. Duplication		
\$ ____ x 12 months =	\$ _____	\$ _____
F. Equipment (including rental, leasing and purchasing of computers, duplicating machines, etc.)		
\$ ____ x 12 months =	\$ _____	\$ _____
G. Office Supplies		
\$ ____ x 12 months =	\$ _____	\$ _____
H. Postage		
\$ ____ x 12 months =	\$ _____	\$ _____
I. Travel (including ____ trips to attend conferences of _____, etc.)		
\$ ____ x 12 months =	\$ _____	\$ _____
J. Office and liability insurance	\$ _____	\$ _____
K. Membership and professional dues	\$ _____	\$ _____
L. Other	\$ _____	\$ _____
Total Non-Personnel Costs	\$ _____	\$ _____
Total Direct Costs (personnel + non-personnel)	\$ _____	\$ _____
Indirect Costs (if applicable)	\$ _____	\$ _____
Total Expenses	\$ _____	\$ _____

Adapted from The Minnesota Community Health Promotion Kit, 1991.

Recruiting Coalition Members

Building Coalitions



Recruiting

A coalition is a structured arrangement for cooperation and collaboration between otherwise unrelated groups or organizations, in which each group retains its identity but all agree to work together toward a common, mutually agreed-upon goal. More information on coalitions can be found on pages 53 through 56 in *Moving to the Future: Developing Community-Based Nutrition Services*. Use this chart below to generate ideas about who should be involved in your coalition. You can use this worksheet as a brainstorming tool now and/or modify it later to record attendance of coalition meetings.

Goal/objective: _____ Intervention: _____

Program	Contact	Telephone number	Notes
Food Services			
Child and Adult Care Food Programs (CACFP)			
Child Care Centers			
Commodities			
Congregate Meals			
Convenience Stores			
Farmer's Markets			
Food Banks			
Food Stamps			
Home-Delivered Meals			
Homeless Shelters			
Neighborhood Food Stores			
Restaurants			
Child Nutrition Programs (School Breakfast & Lunch and Summer Feeding Program)			
Soup Kitchens			
Supermarkets (large or chain)			
Other			
Other			
Health Care			
Community Health Centers			

Recruiting Coalition Members (cont'd)

Program	Contact	Telephone number	Notes
Health planning committee			
Hospices			
Hospitals			
Home Health Agencies			
Intermediate Care/ Rehabilitation Facilities			
Managed Care Organizations			
Medicare Program			
Nursing Homes			
Private Medical Clinics			
Public Health Department			
Weight Management Programs			
Special Supplemental Nutrition Program for Women, Infants, and Children (WIC)			
Other			
Other			
Educational Programs or Settings			
Athletic clubs: private, corporate, YWCA, YMCA, etc.			
Elementary schools			
Extension/EFNEP			
Head Start			
Middle and High schools			
Nutrition, Education, and Training Program (NET)			
Universities, community colleges			
Worksites			
Other			

Recruiting Coalition Members (cont'd)

Program	Contact	Telephone number	Notes
Mass Media			
Newspaper(s)			
Radio station(s)			
Television station(s)			
Other			
Other			
Professional and Volunteer Non-Profit Organizations			
American Diabetes Association (local affiliate)			
American Dietetic Association (local affiliate)			
American Cancer Society (local affiliate)			
American Heart Association (local affiliate)			
American Medical Association (local affiliate)			
American Nursing Association (local affiliate)			
American Red Cross (local affiliate)			
March of Dimes (local affiliate)			
Local nutrition coalition			
Society of Nutrition Education (local affiliate)			
Society of Public Health Educators (local affiliate)			
United Way (local affiliate)			
Other			
Other			

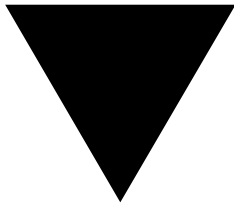
Building
Coalitions

Job
Description

A Coalition Member's Role: Typical Job Description

- Attend and participate in coalition meetings.
- Assume responsibility for various tasks associated with meetings, for example, arranging meeting places, setting and mailing meeting agendas, coordinating refreshments, or taking notes.
- Give ideas about specific perspective or knowledge on food and nutrition issues or data.
- Talk about coalition activities with the media, professional associates, peers, and networks.
- Recruit new members for the coalition.
- Open doors. A coalition member may have access to decision makers and funding sources. This could be especially helpful when priorities and suggestions for food and nutrition issues are being addressed.
- Contribute to coalition processes, including collecting, reviewing, and evaluating data and prioritizing food and nutrition problems in the community.
- Help formulate, implement, and evaluate intervention strategies.
- Assist with or contribute to written reports and other materials.
- Assist with new and on-going projects.

Building Coalitions



Ensuring a Successful Coalition

A successful coalition will take a critical look at itself and its effectiveness. This worksheet can be a guide in determining what needs to be done to improve the effectiveness of the coalition. This could be an annual task for the coalition, or parts could be administered along the way.

Goal/Objective: _____

Intervention: _____

Name of Coalition: _____ Date of Assessment: _____

Rate the characteristic in the space provided:

0 = little or not at all

1 = to a fair degree (present but limited)

2 = to a high degree (present)

Coalition Participants

LEAD AGENCY

_____ 1. Provides commitment and support of the agency's decision makers.

Comments: _____

_____ 2. Commits personnel and financial resources to the coalition.

Comments: _____

_____ 3. Has knowledge of coalition-building process.

Comments: _____

_____ 4. Has collaboration experience.

Comments: _____

_____ 5. Replaces agency representative if vacancy occurs.

Comments: _____

_____ 6. Trains successive lead agency.

Comments: _____

_____ 7. Remains involved when no longer the lead agency.

Comments: _____

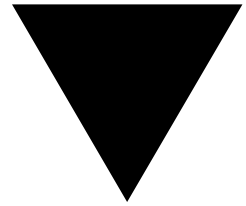
STAFF:

_____ 1. Has knowledge of coalition-building process.

Comments: _____

Ensuring a Successful Coalition (cont'd)

Building Coalitions



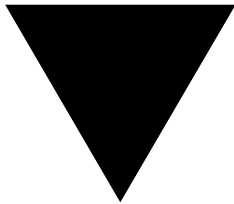
- _____ 2. Demonstrates skill in writing proposals and obtaining funding.
Comments: _____
- _____ 3. Offers training to members as appropriate.
Comments: _____
- _____ 4. Has needs assessment and research methods.
Comments: _____
- _____ 5. Encourages collaboration and negotiation.
Comments: _____
- _____ 6. Communicates effectively with members.
Comments: _____

LEADERS

(Chair and Executive/Steering/Coordinating Committee):

- _____ 1. Are committed to the coalition's mission.
Comments: _____
- _____ 2. Provide leadership and guidance in the maintenance of the coalition.
Comments: _____
- _____ 3. Have adequate time.
Comments: _____
- _____ 4. Plan effectively and efficiently.
Comments: _____
- _____ 5. Have knowledge in the content area.
Comments: _____
- _____ 6. Demonstrate flexibility in accepting different viewpoints.
Comments: _____
- _____ 7. Demonstrate a sense of humor.
Comments: _____
- _____ 8. Promote equal status and collaboration among member organizations.
Comments: _____

Building Coalitions



Ensuring a Successful Coalition (cont'd)

- _____ 9. Are adept in organizational and communication skills.
Comments: _____
- _____ 10. Work within influential political and community networks.
Comments: _____
- _____ 11. Are competent in negotiation, problem solving, and conflict resolution.
Comments: _____
- _____ 12. Are attentive to individual member concerns.
Comments: _____
- _____ 13. Are effective in managing meetings.
Comments: _____
- _____ 14. Are adept in garnering resources.
Comments: _____
- _____ 15. Value members' input.
Comments: _____
- _____ 16. Recognize members for their contributions.
Comments: _____

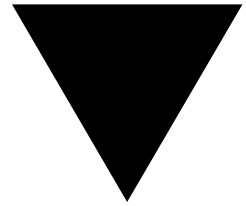
MEMBERS:

- _____ 1. Share coalition's mission.
Comments: _____
- _____ 2. Have a variety of resources and skills to offer.
Comments: _____
- _____ 3. Clearly understand their roles.
Comments: _____
- _____ 4. Actively plan, implement, and evaluate activities.
Comments: _____
- _____ 5. Assume lead responsibility for tasks.
Comments: _____
- _____ 6. Share the workload.
Comments: _____

Ensuring a Successful Coalition (cont'd)

- _____ 7. Are regularly involved in meetings and activities.
 Comments: _____
- _____ 8. Communicate well with each other.
 Comments: _____
- _____ 9. Feel a sense of accomplishment.
 Comments: _____
- _____ 10. Seek out training opportunities.
 Comments: _____

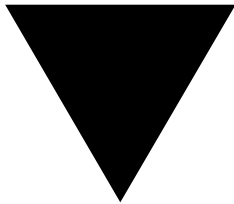
Building Coalitions



Coalition Structures

- _____ 1. Has bylaws/ rules of operation (includes elections, voting, membership, etc.).
 Comments: _____
- _____ 2. Has mission statement in writing.
 Comments: _____
- _____ 3. Has goals and objectives in writing.
 Comments: _____
- _____ 4. Provides for regular, structured meetings.
 Comments: _____
- _____ 5. Establishes effective communication mechanisms.
 Comments: _____
- _____ 6. Has organization chart.
 Comments: _____
- _____ 7. Has written job descriptions and qualifications for membership.
 Comments: _____
- _____ 8. Has a core planning group and subcommittee.
 Comments: _____

Building Coalitions



Ensuring a Successful Coalition (cont'd)

Coalition Process

- _____ 1. Has a process for decision making.
Comments: _____
- _____ 2. Has a process for problem solving and conflict resolution.
Comments: _____
- _____ 3. Has a process for resource allocation.
Comments: _____
- _____ 4. Has a mechanism for accountability.
Comments: _____
- _____ 5. Encourages members to complete assignments in a timely manner.
Comments: _____
- _____ 6. Has a process for distributing minutes and committee reports.
Comments: _____
- _____ 7. Has a mechanism for new member orientation.
Comments: _____
- _____ 8. Has a mechanism for training new and old members.
Comments: _____
- _____ 9. Has a mechanism for rotating new members into the coalition.
Comments: _____
- _____ 10. Has clearly defined separation of duties between coalition members and staff.
Comments: _____
- _____ 11. All of the above processes and mechanisms are followed.
Comments: _____

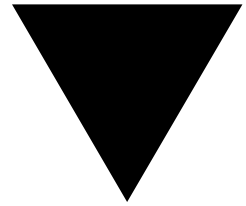
Stages of Coalition Development

FORMATION:

- _____ 1. Permanent staff is designated.
Comments: _____

Ensuring a Successful Coalition (cont'd)

Building Coalitions



- _____ 2. Membership is broad-based, including community leaders, professionals, and grass-roots community organizers who represent the target channels and population.

Comments: _____
- _____ 3. There is a designated office and meeting space.

Comments: _____
- _____ 4. Coalition structures are in place.

Comments: _____

IMPLEMENTATION:

- _____ 1. Coalition processes are in place.

Comments: _____
- _____ 2. Needs assessment is conducted.

Comments: _____
- _____ 3. Strategic plan for implementation is developed.

Comments: _____
- _____ 4. Strategies are implemented as planned.

Comments: _____

MAINTENANCE:

- _____ 1. Strategies are revised as necessary.

Comments: _____
- _____ 2. Financial and material resources are secured.

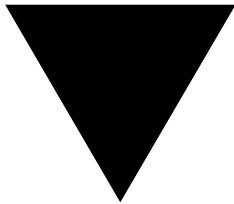
Comments: _____
- _____ 3. Coalition is broadly recognized as an authority on the issues it addresses.

Comments: _____
- _____ 4. Number of members are maintained or increased.

Comments: _____
- _____ 5. Membership benefits outweigh the costs.

Comments: _____

Building Coalitions



Ensuring a Successful Coalition (cont'd)

- _____ 6. Members agree to disagree.
Comments: _____
- _____ 7. Coalition is accessible to the community.
Comments: _____
- _____ 8. Accomplishments are shared with members and community.
Comments: _____
- _____ 9. Annual review of work is conducted.
Comments: _____

INSTITUTIONALIZATION:

- _____ 1. Coalition is included in other collaborative efforts.
Comments: _____
- _____ 2. Coalition's sphere of influence includes state and private agencies and governing bodies.
Comments: _____
- _____ 3. Coalition has access to power within legislative and executive branches of agencies and the government.
Comments: _____
- _____ 4. Coalition activities are incorporated within other agencies or institutions.
Comments: _____
- _____ 5. Long term funding is obtained.
Comments: _____
- _____ 6. Mission is refined or changes to encompass other populations and issues.
Comments: _____

Adapted from *Coalition Enhancement: Evaluation for Community-Based Coalitions*, 1995.

Involving Organizations in the Coalition

These are some of the contributions coalition members can make.

Assessment:

- Collect data to help target the intervention
- Obtain market research or other data
- Participate in focus groups

Planning:

- Assist in program development
- Identify available appropriate health communication materials
- Help pretest materials

Resource Development:

- Provide “in-kind” contributions (e.g., staff or volunteer time, printing, mailing services, public service space or time in media)
- Help raise funds
- Contribute funding
- Survey community members and leaders

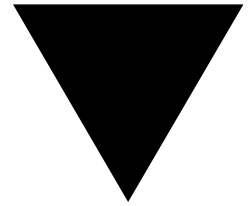
Program Implementation/Publicity & Promotion:

- Organize or participate in attention-getting events (e.g., health fairs and press conferences)
- Prepare press releases
- Prepare exhibits for public places (e.g., shopping malls, building lobbies, schools, and public libraries)
- Distribute materials
- Write letters
- Provide mailing list
- Publish articles in newsletters
- Sponsor presentations
- Offer individual counseling
- Provide recognized, credible spokespersons
- Provide media interviews

Evaluation and Follow-up:

- Provide computer or manual services for program tracking
- Follow-up by telephone with participants to assure continued involvement
- Serve on “thank you” or “wrap-up party” committees

Building Coalitions



Adapted, in part, from the National Cancer Institute's *Making Health Communications Work*, 1989.

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