

# Meeting the Challenge: Sustaining Community Coalitions in a Shifting Environment

Joel Massel  
Executive Director



## Meeting the Challenge: Sustaining Community Coalitions

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Disclosure of Conflict of Interest Information

I have no existing conflict of information to disclose  
regarding this presentation.



Disclosure information stated above is current as of 11/04/10

## Get Serious!!

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**After 10 years of remarkable growth in the development of community-based asthma coalitions, the landscape is beginning to shift:**

- America is wallowing in a recession
- Pharmaceutical companies are shifting their funding strategies
- Foundation and government funding is becoming more competitive as these institutions move away from funding single-disease organizations
- Healthcare professionals are facing greater demands

## Get Serious!!

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**The result of this new paradigm:**







- Dwindling funds
- Reduced participation from stakeholders
- Single disease coalition environment is beginning to contract
- Weakening/failures of once strong base of coalitions

## Get Serious!!

### What does the future hold for the asthma/COPD coalitions?

- Can our coalitions continue to exist in their current format?
- Should we consider expanding, either geographically or in scope?
- Should we begin to consider merger opportunities or expanding collaborative relationships?

## The Coalitions

2. Your coalition is:				
			Response Percent	Response Count
National			0.0%	0
Regional			7.7%	1
State			46.2%	6
Local – Large City (population of 1 million or more)			7.7%	1
Local – Medium City (population of 300,000 to 999,999)			7.7%	1
Local – Small City (population of up to 299,999)			0.0%	0
Local – Suburban			7.7%	1
Local – Rural			23.1%	3
			answered question	13
			skipped question	0

# The Coalitions






3. Year your coalition was established:		Response Count
		Hide replies 12
1. 2003	Fri, Oct 15, 2010 10:01 PM	
2. 2009	Fri, Oct 15, 2010 10:30 AM	
3. 2007	Thu, Oct 14, 2010 5:06 PM	
4. 2006	Wed, Oct 13, 2010 3:51 PM	
5. 2000	Wed, Oct 13, 2010 1:06 PM	
6. 1994	Wed, Oct 13, 2010 12:49 PM	
7. 2002	Tue, Oct 12, 2010 4:08 PM	
8. Asthma 2000; COPD 2007	Tue, Oct 12, 2010 2:32 PM	
9. 2009	Tue, Oct 12, 2010 1:35 PM	
10. 2005	Tue, Oct 12, 2010 1:27 PM	
11. 1999	Tue, Oct 12, 2010 12:42 PM	
12. July 2007	Tue, Oct 12, 2010 12:30 PM	
		25 responses per page

# The Coalitions

4. Your coalition is a:		Response Percent	Response Count
501(c)3 charitable organization	<div></div>	7.7%	1
Program of established charity	<div></div>	7.7%	1
Program of a health department	<div></div>	23.1%	3
Other (please specify)	<div></div>	61.5%	8

- Other: Collaboration of like-minded individuals/ organizations

# The Coalitions

5. Your coalition's annual revenue is:			
		Response Percent	Response Count
\$0.00		38.5%	5
\$1 to \$10,000		30.8%	4
\$10,001 to \$50,000		0.0%	0
\$50,001 to \$100,000		15.4%	2
\$100,001 to 200,000		0.0%	0
\$200,001 to \$500,000		7.7%	1
More than \$500,000		7.7%	1
answered question			13
skipped question			0

# The Coalitions

- Revenue Sources
  - 7 funded coalitions reported one primary source of revenue
    - Foundation Support -1
    - Federal Grants – 3
    - State/Local Grants – 2
    - In-kind Support – 1
  - 1 Coalition reported a diverse stream of revenue

# The Coalitions

6. Please indicate the percentage of total revenue generated by your top three program areas:

		Response Percent	Response Count
Professional education	<div><div></div></div>	11.1%	1
School-based activities	<div><div></div></div>	22.2%	2
Resource development/coordination and sharing	<div><div></div></div>	22.2%	2
Community outreach and coordination	<div><div></div></div>	77.8%	7
Asthma/COPD awareness activities	<div><div></div></div>	33.3%	3
Evaluation and data collection	<div><div></div></div>	22.2%	2
Direct patient care		0.0%	0
Advocacy	<div><div></div></div>	11.1%	1
<a href="#">Show replies</a> Other (please specify)	<div><div></div></div>	22.2%	2
		answered question	9
		skipped question	4

# The Coalitions

7. At present, do you consider your coalition sustainable?

		Response Percent	Response Count
Yes	<div><div></div></div>	84.6%	11
No	<div><div></div></div>	15.4%	2
		answered question	13
		skipped question	0

# The Coalitions

8. If yes, for how long:			
		Response Percent	Response Count
1 year	<div><div></div></div>	22.2%	2
2 years	<div><div></div></div>	33.3%	3
5 years	<div><div></div></div>	11.1%	1
Sustainable for the foreseeable future	<div><div></div></div>	33.3%	3
answered question			9
skipped question			4

# The Coalitions

10. What efforts is your coalition making to become/remain sustainable?	
1. We are in the process of creating a membership structure and soliciting support to implement the Action Plan that was created in April 2010.	Fri, Oct 15, 2010 10:32 AM
2. To remain sustainable, our coalition has continued to maintain open communication and explore collaborative efforts requiring little or no funding.	Thu, Oct 14, 2010 5:39 PM
3. We are seeking sponsorship from a Local hospital and other grants to reproduce our educational information.	Wed, Oct 13, 2010 4:15 PM
4. none now, we will work this year	Wed, Oct 13, 2010 1:32 PM
5. Diversity revenue	Wed, Oct 13, 2010 1:03 PM
6. walks and workshops	Wed, Oct 13, 2010 12:10 PM
7. 1. Seeking foundation and government grant funding	Tue, Oct 12, 2010 4:21 PM
8. The MN Asthma Coalition, which lost ALL of its funding after the MN Dept of Health had significant change in CDC funding, is changing its focus, purpose, and funding stream. For funding in 2010, we have charged membership dues, gained sponsorships, requested partnerships for things like teleconference support, fee-for-service/registration fees, exhibit/display fees, etc. We are collecting around \$10K per year through this. All staff time, travel, phone, copies, etc. are being contributed at this time through the American Lung Association in Minnesota.	Tue, Oct 12, 2010 2:41 PM
9. Seeking support from individual tribes, along with partner federal and state agencies.	Tue, Oct 12, 2010 2:14 PM
10. grant applications to numerous resources	Tue, Oct 12, 2010 1:09 PM
11. HERC is researching new funding opportunities and establishing a "Friend of HERC" advisory committee to assist with program evaluation, community needs, and targeting new funding.	Tue, Oct 12, 2010 12:48 PM

# The Coalitions

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- Challenges to Sustainability of Coalitions
  1. Developing Unique Mission/Sustainable Programming/Collaborative Opportunities
  2. Securing Partner Commitment/Support – 7
  3. Identifying revenue sources – 10
    - General shortage of revenue
    - Limited state/local funding sources
    - Limited foundation support
  4. Engaging State Health Department

# Sustainable

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Main Entry: **sus·tain·able**

Function: *adjective* Date: circa 1727



1: capable of being sustained

2a: of, relating to, or being a **method of harvesting or using a resource so that the resource is not depleted or permanently damaged**

b: of or relating to a lifestyle involving the use of sustainable methods

Merriam-Webster Online

# Sustainable

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A characteristic of a process or state that can be maintained at a certain level indefinitely. [www.wikipedia.org/wiki/Sustainable](http://www.wikipedia.org/wiki/Sustainable)

The ability to build for today and tomorrow without depleting future resources.  
[www.lehighcement.com/Education/Lehigh-Education-Glossary.htm](http://www.lehighcement.com/Education/Lehigh-Education-Glossary.htm)

The ability to continue/maintain into the future.  
[www.ecokids.ca/pub/eco\\_info/glossary/index.cfm](http://www.ecokids.ca/pub/eco_info/glossary/index.cfm)

Able to be used in a way that does not deplete; renewable.  
[www.wolfsource.org/](http://www.wolfsource.org/)

Actions and products that meet current needs without sacrificing the ability of future generations to meet theirs. ...  
[www.lohas.com/glossary.html](http://www.lohas.com/glossary.html)

# Think Smart

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**“We need to get our ambitions in line with our resources.”**

Congressman Lee H. Hamilton (D-Indiana, retired), President and director of the Woodrow Wilson International Center for Scholars at Indiana University.

## **Think Smart**

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**These concepts of sustainability apply  
to all programs and projects:**

Coalition Building  
Grant Funded Programs  
Community-focused Initiatives

## **Think Smart**

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**Sustainability efforts should be  
incorporated into the initial phases of  
every project**

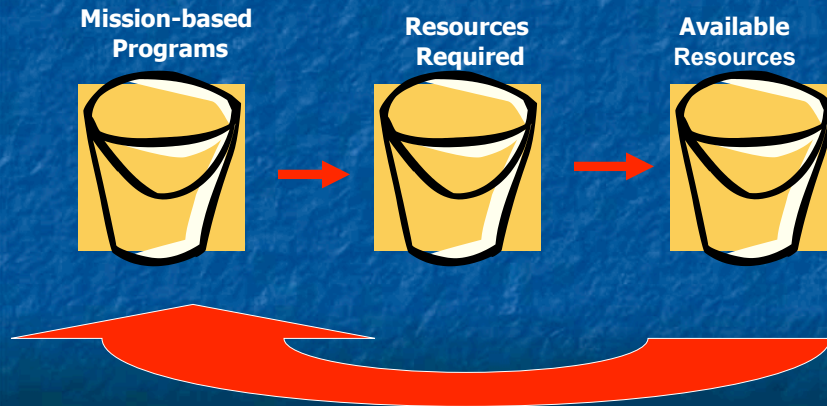
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**Every project should minimally be  
resource neutral, ideally resource  
producing**

# Think Smart

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## Assessing Sustainability



# Think Smart

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## Resource Requirements

Human Capital  
Materials/Supplies  
Technology  
Outsourced Services  
Indirect Expenses  
(all of which require cash)

## Think Smart

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- Resource Assessment
  - What resources are currently available?
  - What is the life span of those resources
  - What resources can be developed in the short-term (1-year)?
  - What resources can be developed in the long-term (5-years)?

## Think Smart

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Develop strategies to:

- Improve the yield of your existing resources
- Identify new resources
- Cultivate current resources
- Obtain new resources

## Think Smart

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- Independent 501 (c) (3)
- Program of charitable organization
- Health Department Program
- More...

## Think Smart

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### **Available Resources**

- Human Capital
- Collaborative Support
- Technology
- In-kind Support (donated goods and services)
- Cash (grants, unrestricted funds, sponsorships, etc.)
- More...

## Human Capital

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- Board of Directors
- Staff
- Members
- Community
- Partners
- Volunteers
- Donors

## Who Provide...

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- Vision
- Leadership
- Expertise
- Financial Support
- Energy/Enthusiasm
- Goodwill
- Contacts

## **Power of Collaboration**

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- Accomplishing together what no organization can accomplish by itself
- Access
- Education
- Information Gathering
- Information Sharing
- Community Coordination
- Resource Sharing

## **Technology**

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- Website
- Listserv
- Database
- Web-based Training
- Software Applications

## **Revenue Streams**

*Diversify, Diversify, Diversify*

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- Membership Dues
- Grants
- Program Support
- Registration Fees (educational programs)
- Unrestricted educational grants (educational programs)
- Exhibit Fees (educational programs)

## **More Revenue Streams**

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- Individual Donations (many opportunities)
- Special Events (fundraisers)
- Industry Grants
- Industry Sponsorships (Roundtable)
- Advertising
- Interest

## More...

- Political Capital
- Charitable Partners

## Chicago Asthma Consortium 2010 Revenue

2010 Budget (Cash Basis)			
Chicago Asthma Consortium			
	Description	Budget	
Revenue	IDPH Grant	\$30,000.00	
	Illinois Asthma Partnership (Sustainability)	\$30,000.00	
	CPS Grant	\$8,550.00	
	SUHI Grant	\$10,000.00	
	Foundation Contribution	\$15,000.00	
	Membership	\$8,000.00	
	Deferred Membership (4th Quarter)	\$2,000.00	
	Individual Donations	\$500.00	
	Board Donations (Board Fundraising)	\$3,000.00	
	Industry Grants	\$2,500.00	
	Industry Sponsorships	\$0.00	
	Partner Contribution	\$1,500.00	
	RHAMC Hike For Lung Health	\$6,000.00	
	Quarterly Meetings (Registration)	\$4,000.00	
	Quarterly Meetings (Sponsorship)	\$20,000.00	
	Data Conference (Registration)	\$2,000.00	
	Data Conference (Sponsorship)	\$14,000.00	
	Interest Income	\$200.00	
	Interest Income	\$2,993.80	
	Miscellaneous	\$500.00	
		\$160,743.80	

## Chicago Asthma Consortium 2010 Expenses

Expenses	Professional Fees	\$110,000.00
	Telephone	\$100.00
	D&O Insurance	\$1,000.00
	Liability Insurance	\$500.00
	Quarterly Meetings (excluding staff time)	\$10,000.00
	Data Conference (excluding staff time)	\$3,000.00
	Data Conference Report (excluding staff time)	\$4,000.00
	Audit & Tax Returns	\$9,000.00
	Thoroughport Authority (Listserve)	\$420.00
	Membership Brochure	\$1,500.00
	Programs- School Task Force	\$50.00
	Programs- Community Outreach/CAN	\$3,125.00
	Programs- Data Task Force	\$125.00
	Illinois Asthma Partnership (IDPH I)	\$150.00
	CPS Grant	\$4,300.00
	SUHI Grant (HHC)	\$700.00
	Winning with Asthma (reimbursable)	\$250.00
	Partnership Breakfast	\$0.00
	Fundraising- General	\$100.00
	Letterhead and Envelopes	\$1,200.00
	Membership Renewal/Solicitation	\$750.00
	Web Service (12 months)	\$1,198.80
	Web Design	\$8,000.00
	Registrations & Filings	\$25.00
	Credit Card Fee	\$500.00
	Miscellaneous	\$250.00
	Parking & Cab Fare	\$100.00
	Board Meetings	\$400.00
	Bank Fee	\$0.00
		\$160,743.80

## Think Smart

### Mission-based Program

- *Give Your Child with Asthma a Good Start in School* brochure update
- Project conducted by School Task Force in collaboration with CPS.
- Brochure provides broad range of information to caretakers of school-aged children with asthma.

**Program/Project Cost – Revenue Neutral**  
**Sales Potential -- \$2,500**

# Think Smart

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## Resource Requirements

- Original brochure
- School Task Force review, copywriting, design input
- Staff Support (Executive Director/Program Manager) - \$2,000
- Artwork (FotoSearch) - \$700
- Brochure Design (Korzenowski Design)-\$1,000
- Translation (Andrea M.) - \$500
- Legal Review (Health and Disability Advocates)
- CPS Review (legal and Nurse Advisory Committee)
- Printing (8-1/2 x 11", 4-color, 100 lb cover stock, #10,000) - \$1,900
- Distribution (Chicago Public Schools - Internal)
- Sales and marketing (CAC/IAP Website, CAC/IAP Listserv, Partners)

# Think Smart

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## Available Resources

- Original brochure -Existing
- School Task Force review, copywriting, design input - In-kind
- Staff Support (Executive Director/Program Manager) – CPS Grant
- Artwork (FotoSearch) – CPS Grant
- Brochure Design (Korzenowski Design)-CPS Grant
- Translation (Andrea M.) – CPS Grant
- Legal Review (Health and Disability Advocates) – In-kind
- CPS Review (Legal and Nurse Advisory Committee) – In-kind
- Printing (8-1/2 x 11", 4-color, 100 lb cover stock, #10,000) –CPS Grant
- Distribution (Chicago Public Schools - Internal) – In-kind
- Sales and marketing (CAC/IAP Website, CAC/IAP Listserv, Partners) – Available service

## Coalition Environment

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- Main Entry: co·a·li·tion

**1 a** : the act of coalescing : UNION

**1 b** : a body formed by the coalescing of originally distinct elements : COMBINATION

**2** : a temporary alliance of distinct parties, persons, or states for joint action

Merriam-Webster Online

## Coalition Environment

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The goal of a “true” coalition is to serve the community that it represents. It is a conduit to help individuals work together to take advantage of their collective strengths and overcome their individual weaknesses to achieve a common goal.

## Coalition Environment

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### ■ Core Activities

- **Networking**
- **Education** (educational conferences, data sharing, news and information)
- **Information Sharing** - Resource Coordination (community website, Listserv, directories, calendar, professional opportunities, print material, donated supplies)
- **Collaboration** (combined grant opportunities, task forces, fundraisers, combined media efforts, community outreach)
- **Advocacy**

## Coalition Environment

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### ■ Lessons Learned...Required Elements

- Effective Strategic Plan
- Effective Leadership that is Representative of the Community
- Active Professionals and Community Members
- Annual Budget/Fiscal Responsibility (Be realistic!)

## Coalition Environment

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- Lessons Learned...Required Elements
  - Diverse Revenue Streams
  - Transparency/Communications with leadership and members
  - Focused/Creative mission-based programs
  - Strong Collaboration with Community-at-Large

## Partnership Commitment

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- Collaboration is Key!
- "Competition" vs. "Collaboration"; an opportunity to do more with less...
- Need to make the most of limited resources
- WIFM (What's in it for me?) – LISTEN!
- Change your perspective; Think "outside-in" rather than the "inside-out"
- Coalitions have a lot to offer (see core activities)

## Revenue Development

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- A creative, open mind is required
- Whether they know it or not potential donors want clear evidence that your programs are making a difference, you must convince them that your programs are a wise investment, show a direct correlation between mission-based programs and anticipated outcomes
- Donors don't typically care about your need; they care about what you can do!

## Revenue Development

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Identification

Cultivation

Making the Ask

## Revenue Development

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### Building Relationships

"People are more important than dollars"

## Revenue Development

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Emails

Letters

Phone Contact

Personal Visits

# Revenue Development

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Humans convey meaning:

57% Visual  
37% Voice  
6% Content

The Alford Group, *Strategies for Success*, September 14 and 15, 2010

# Revenue Development

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Your organization doesn't have needs-your  
community has needs

## Revenue Development

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You are not seeking a donation for yourself...you are seeking support for the vital mission of your organization

## Revenue Development

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- Step 1: Preparing to make the ask
  - Develop a short script or series of bullet points to help you through your first few asks
  - Practice your message with someone you trust
  - Make your first few calls to potential donors with whom you already have a relationship
  - Be organized: Use a call sheet for each prospect

## Revenue Development

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- Step 2: Make the Ask
  - Call should “require” no more than 10 minutes
  - Need to find a moment when potential donor can give you his/her undivided attention—consider:
    - When best to call?
    - Where best to call – home/office/cell?
    - Appointment Required?
  - If unable to get undivided attention, best to schedule a better time to call

## Revenue Development

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- Greet the person
- If appropriate, thank them for past support
- Tell them about your involvement in the coalition (show some enthusiasm)
- Inform them about the need
- SHOW them how your coalition is meeting the need
- Ask them for their support (what you are requesting, specifically if you are asking for \$\$\$, should be determined prior to the meeting.)

## Revenue Development

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- On the fence...sound familiar?
  - Take and look from the "outside-in" rather than "inside-out".
  - WIFM (What's in it for me?)

## Get Serious!!

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- Can our coalitions continue to exist in their current format?
- Should we consider expanding, either geographically or in scope?
- Should we begin to consider merger opportunities or expanding collaborative relationships?

## Meeting the Challenge

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Questions?

## Contact Information

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Joel Massel, Creative Management Services  
[jmassel@cmschicago.com](mailto:jmassel@cmschicago.com)

Executive Director  
Chicago Asthma Consortium  
4541 N. Ravenswood Ave., Ste. 303  
Chicago, IL 60640  
(773) 769-6060 (telephone)  
(773) 769-6505 (facsimile)

[www.chicagoasthma.org](http://www.chicagoasthma.org)