



Multi-Sector Community Coalition Development: Lessons Learned from Veterans Community Action Teams Project

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Agenda

Background

Application
to VCAT

Questions

VCAT

Sustainability
Characteristics

Development
Models

VCAT Development
Framework

Lessons Learned at Each
Stage

Veterans Community Action Teams (VCAT)

Developed collaborative community model to enhance the delivery of services from public, private, and nonprofit organizations to veterans and their families

Implemented in:

- San Diego, CA: The San Diego Veteran Coalition
- San Antonio, TX: The Alliance for Veterans and Families

Encompassed variety of leaders & organizations working in the area of veteran services

What is
sustainability?

Why is VCAT
coalition
sustainability so
important?

Characteristics of Sustainability

Based on an Altarum Literature Review for OWH, a coalition is sustainable if it...

Adheres to Program Principles & Objectives

Establishes Organizational Integration

Maintains Program Benefits

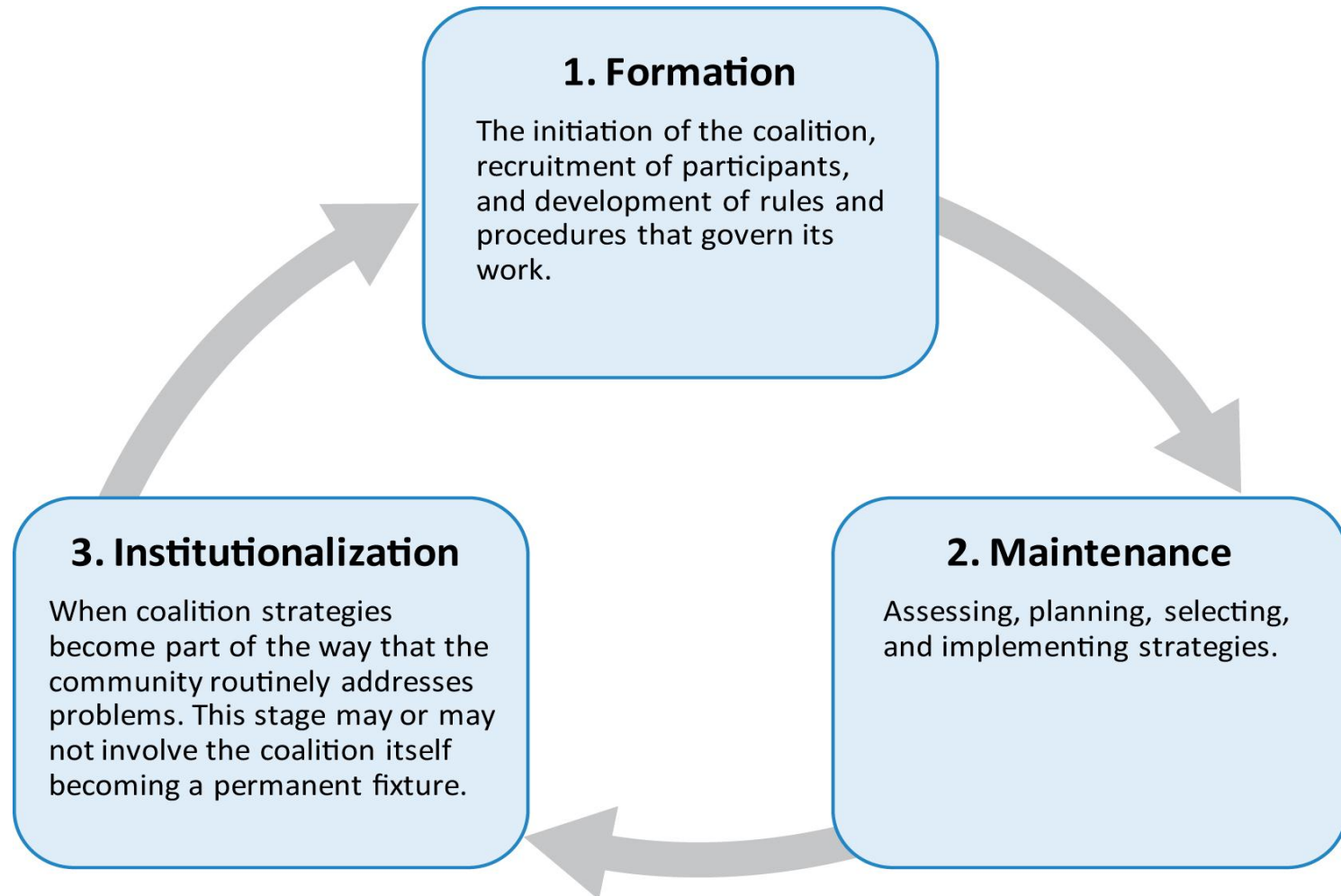
Builds Community Capacity

Coalition Development Models

Butterfoss and
Kegler's Stages of
Development Model

Florin and Others
Model

Butterfoss and Kegler Development Model



Florin and Others Development Model

Initial Mobilization

Establishment of an Organizational Structure

Building Capacity for Action

Needs Assessment and Action Planning

Implementation

Refinement of Strategies

Development of Processes to Ensure Continued Functioning of Coalition

Incorporation of Coalition Functions into Existing Entities

Comparing the Two Development Models

Butterfoss
and Kegler

Formation

Maintenance

Institutionalization

Florin et al.

- Initial Mobilization
- Establishment of an Organizational Structure
- Building Capacity for Action

- Needs Assessment and Action Planning
- Implementation
- Refinement of Strategies

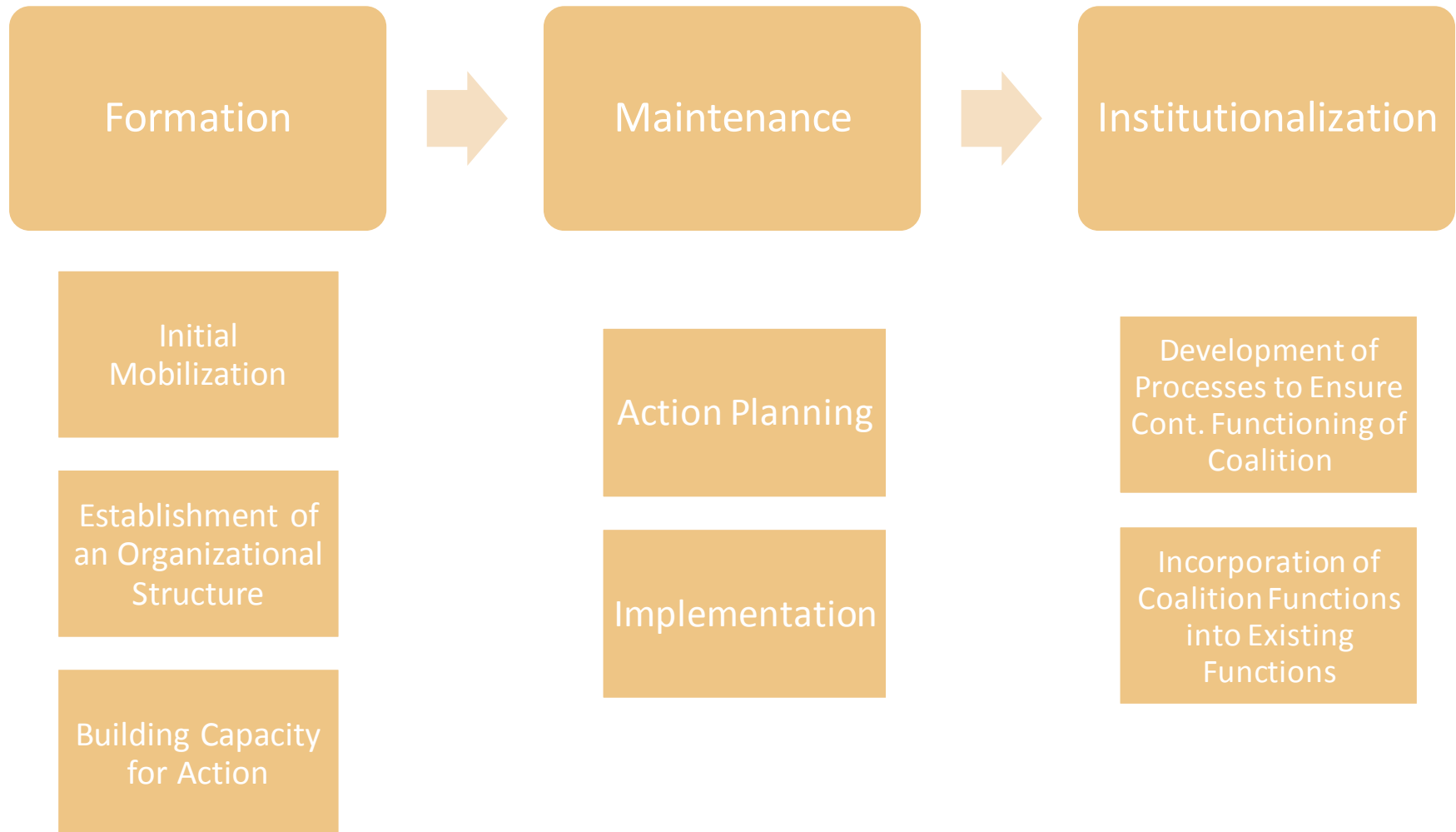
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Applying Theory to VCAT Initiative Development & Sustainability

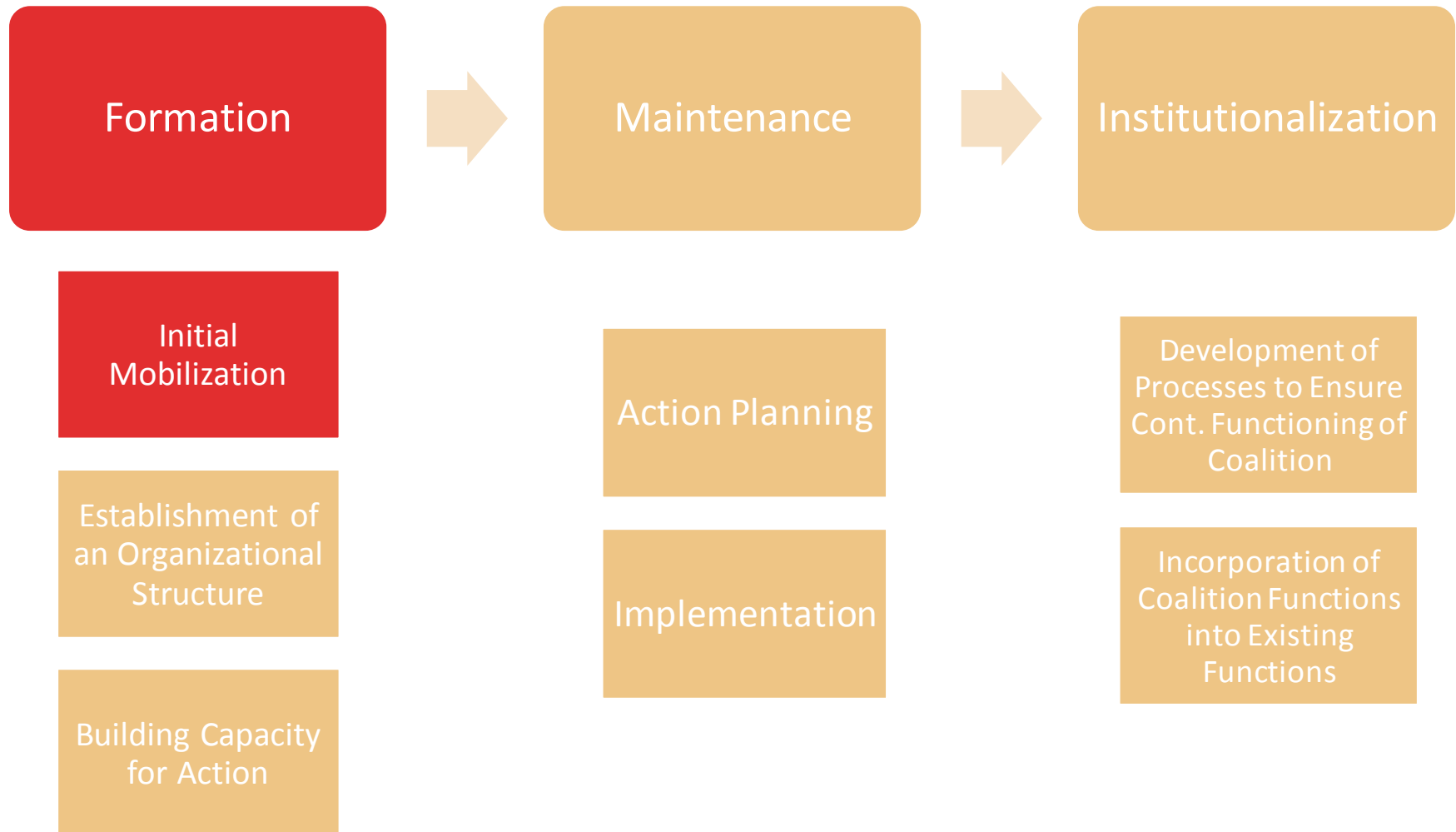
VCAT Development
Framework

Lessons Learned at
Each Stage

VCAT Development Framework



VCAT Development Framework



VCAT Formation, Initial Mobilization

Initial Mobilization

- Identified key stakeholders associated with veteran causes
- Developed written materials that communicate need & vision for coalition
- Engaged with key stakeholders and leaders in community
- Attended veteran-related community meetings to maintain community visibility and recognition
- Put together a core group within the community to provide leadership to the initiative and recruit membership

Lessons Learned in Initial Mobilization

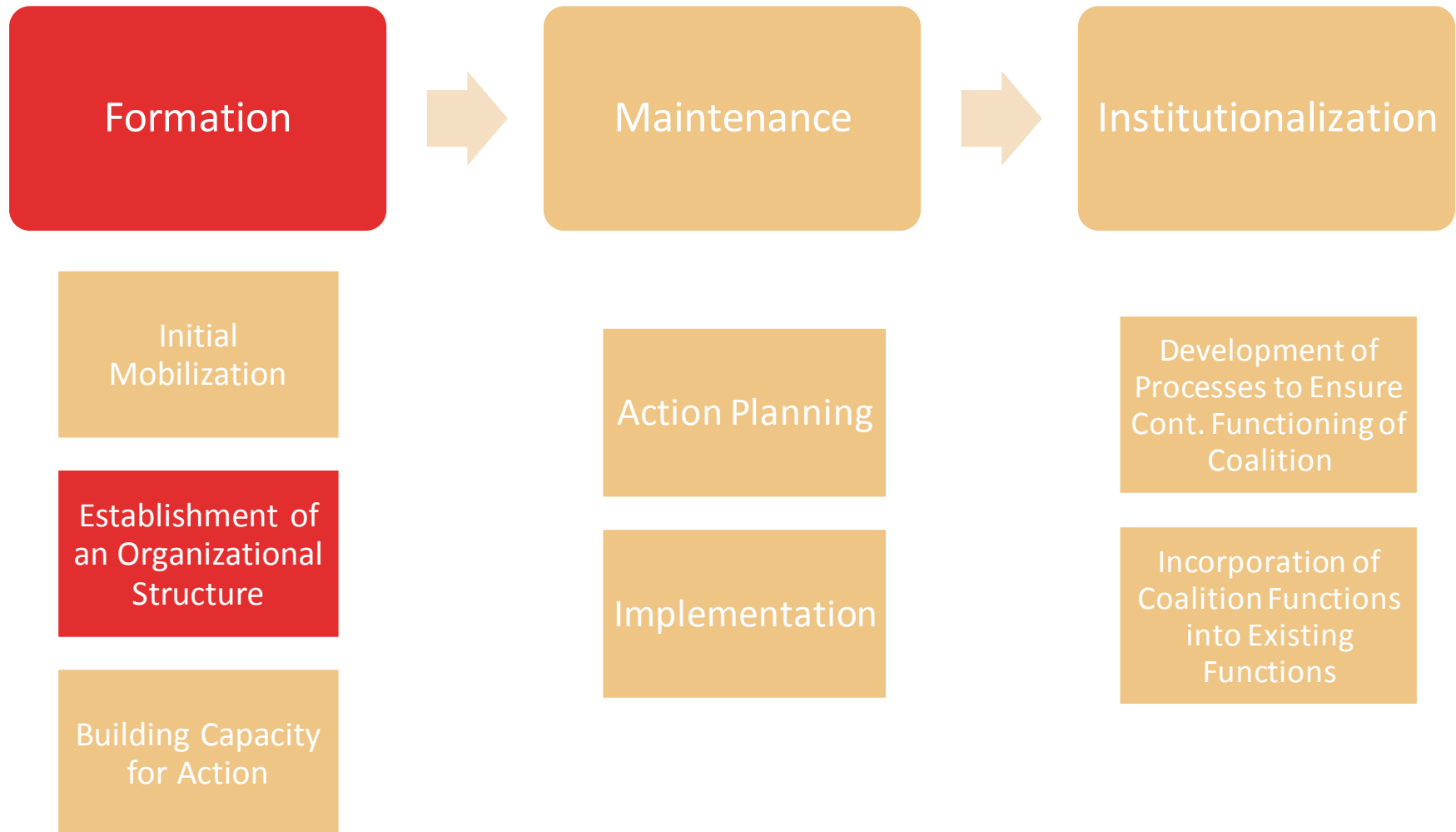


Distinguish
“Story”



Build a Diverse
Stakeholder
Base

VCAT Development Framework



VCAT Formation, Establishment of Strong & Stable Organizational Structure

Establishment of a strong and stable organizational structure

- Identified emerging leader(s)
- Conducted elections of a chair/co-chair & secretary
- Drafted, revised, and finalized vision, mission statement, & charter
- Developed strategic plan
- Created workgroups that were assigned to address identified priority needs
- Held regularly scheduled meetings

Lessons Learned in Establishment of Organizational Structure

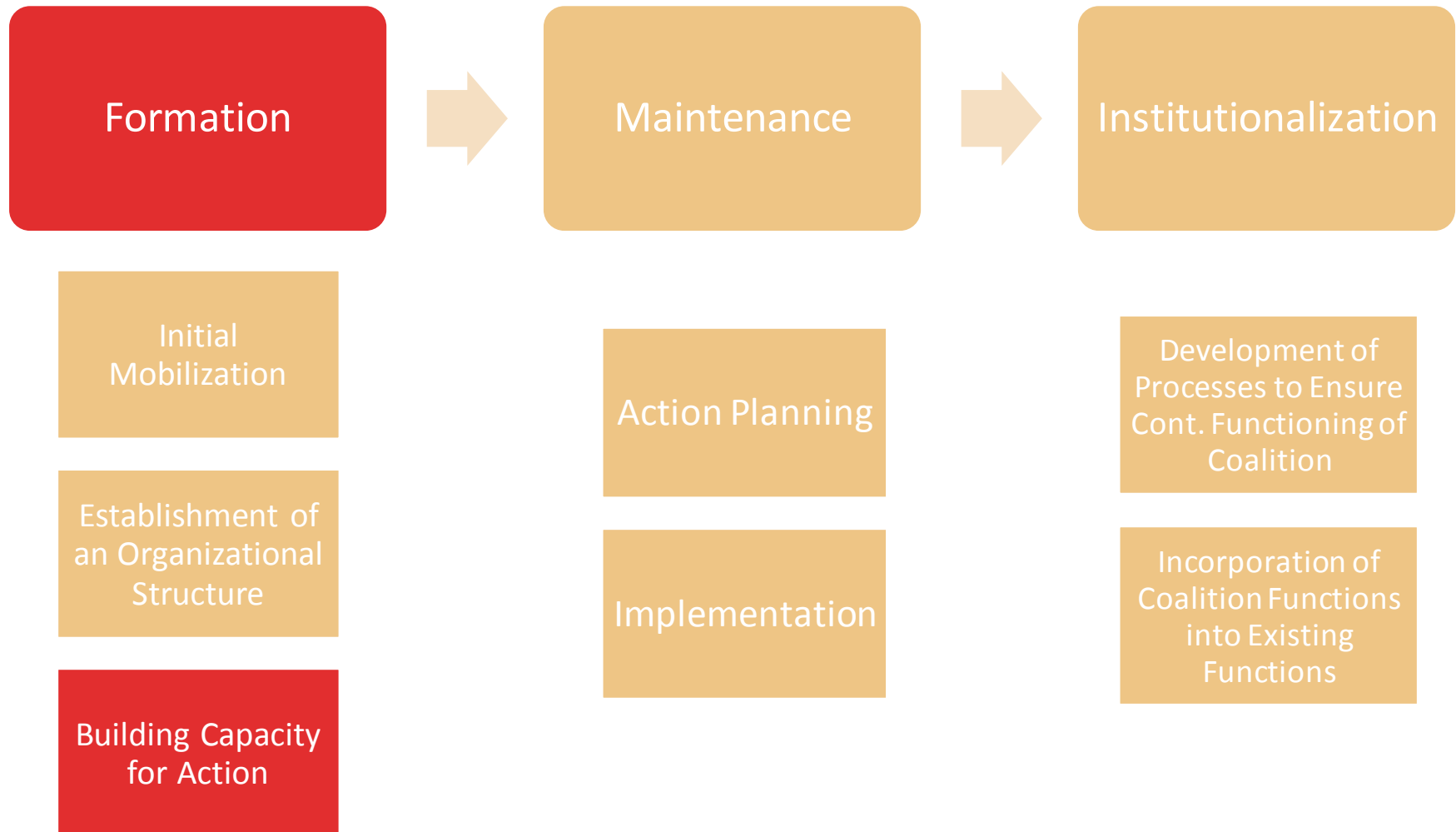


Encourage Community Investment in Initiative



Know the Community Beforehand & Study Other Communities

VCAT Development Framework



VCAT Formation, Building Social and Organizational Capacity for Action

Building Social Capacity

- Established forum for communication to share community announcements
- Educated coalition members on structural entity options
- Educated coalition members about funding opportunities
- Provided training/TA to coalition leaders

Building Organizational Capacity

- Conducted community assessment
- Provided alternative technological options
- Identified individuals/orgs with TA and knowledge area expertise for recruitment
- Established membership expectations and created descriptions for roles
- Developed process and outcome evaluations

Lessons Learned in Building Capacity for Action



Leverage Stakeholder Influence
During Community Assessment



Create and Use Evaluation Tools
Early On

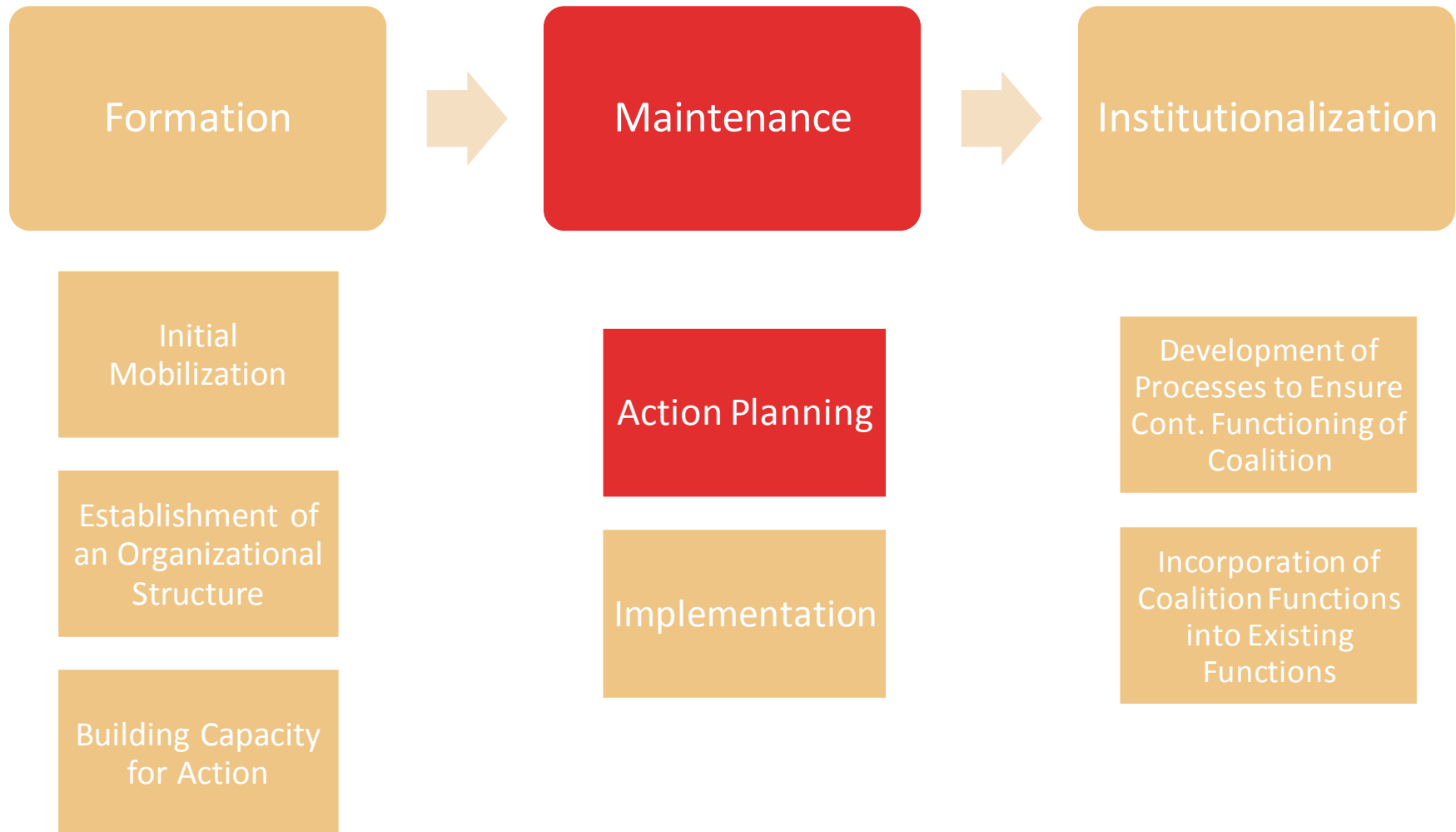


Decide on an Entity Structure Before
It Is Too Late



Spread the Word via Testimonials

VCAT Development Framework



VCAT Maintenance, Planning For Action

Planning For Action

- Distributed community assessment results to community
- Developed objectives, strategies and action step plans within each work group
- Established clear goals and outcomes for all program/initiatives
- Engaged key organization players, networks & citizens to partner with on program/initiative
- Drafted value proposition to use when approaching potential funders

Lessons Learned in Planning for Action



Simplify and Focus
Strategies

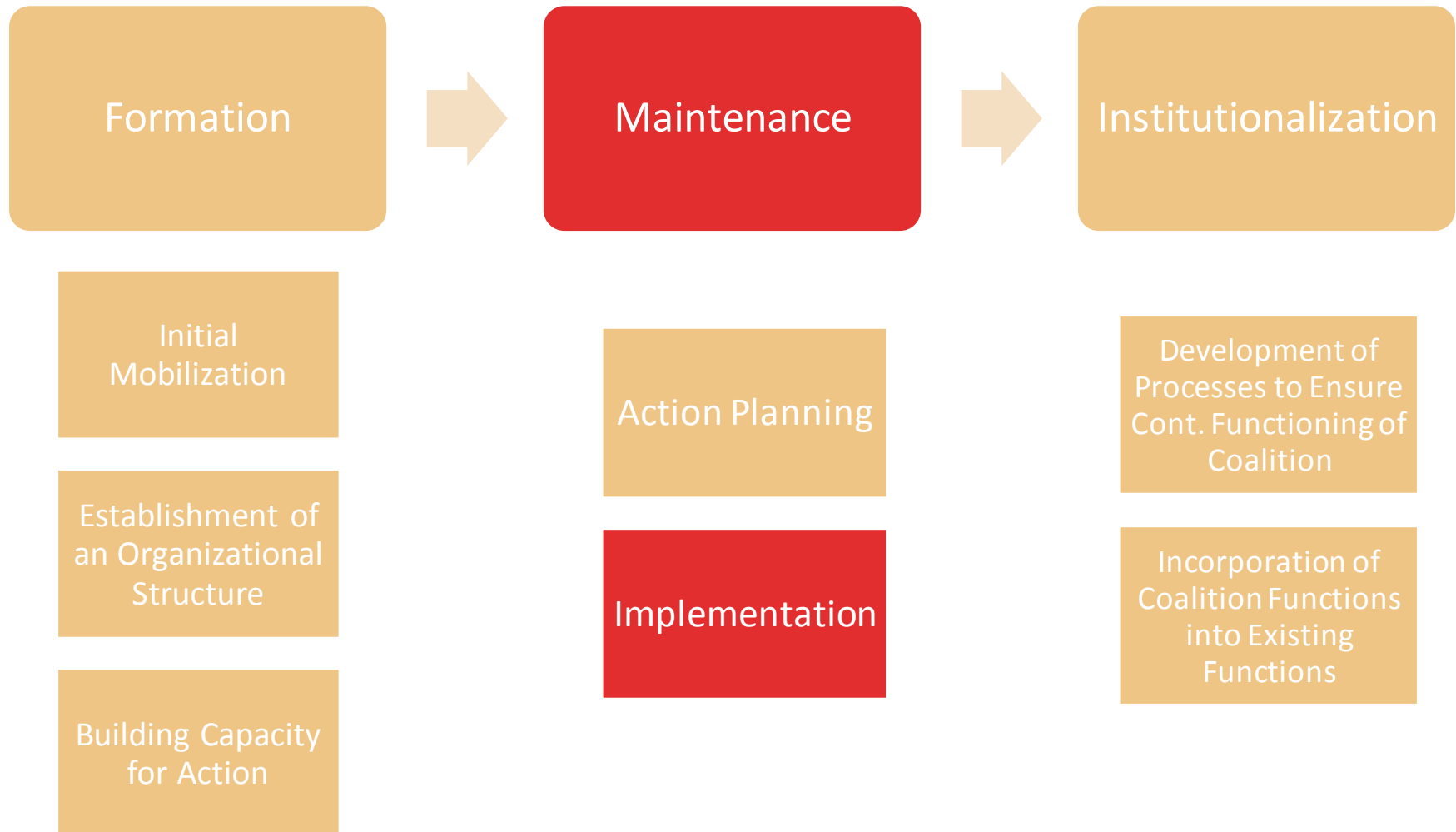


Bring People Together



Capitalize on Momentum
After Community Events

VCAT Development Framework



VCAT Maintenance, Implementation

Implementation

- Applied for and secured initial funding
- Implemented a program/initiative
- Convened regular coalition and workgroup meetings
- Refined strategies through analysis and outcome of data and the uncovering of additional gaps

Lessons Learned in Implementation



Forge Personal Relationships With Funders

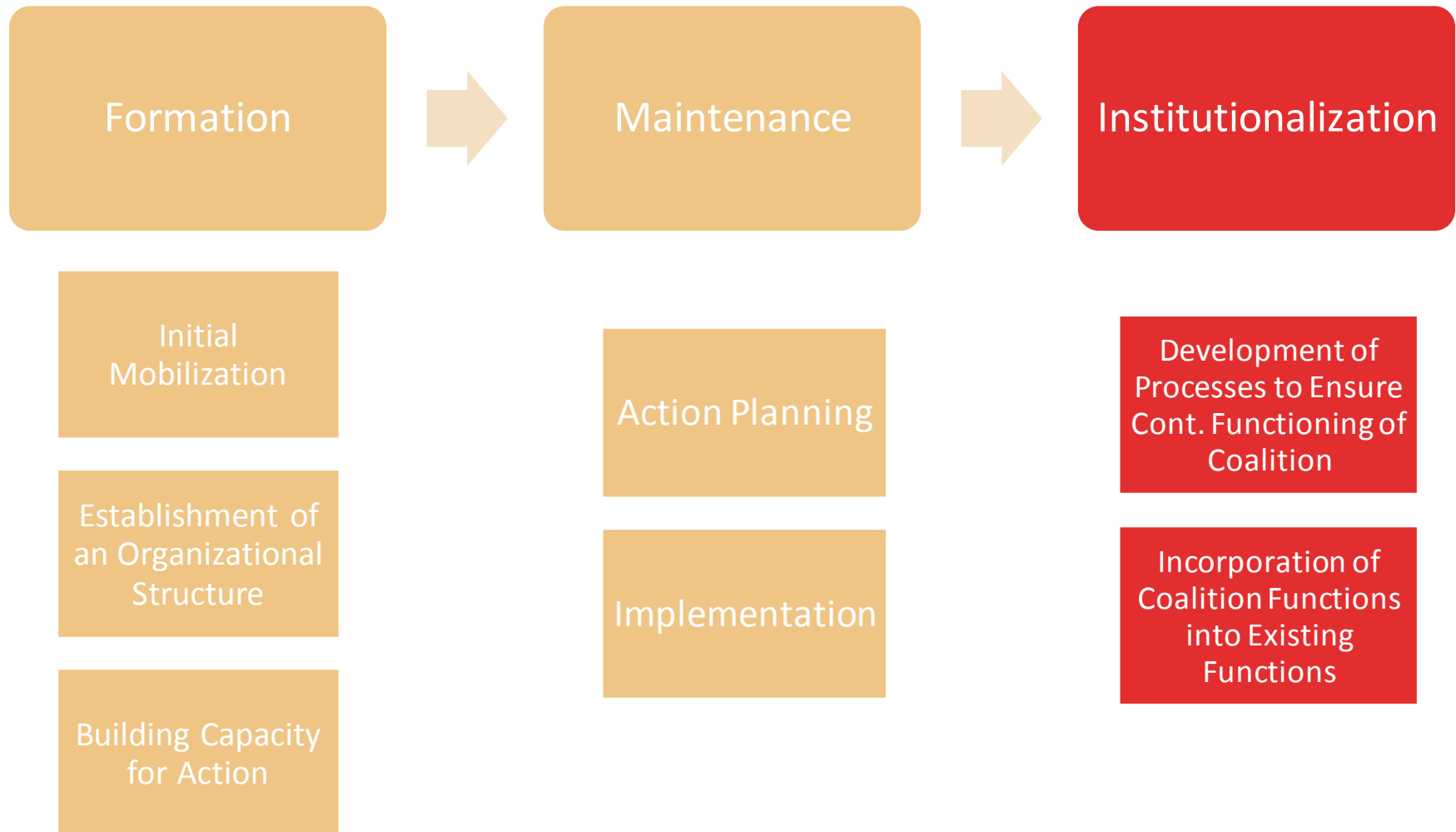


Develop a Clear Plan for Funding



Identify the Right Funding Match

VCAT Development Framework



VCAT Institutionalization

Institutionalization

- Developed comprehensive by-laws and a budget plan
- Assigned grant-writer role
- Secured (ideally) funding for future coalition operations from various sources
- Hired or contracted non-volunteer staff member(s)
- Formalized structure of the coalition
- Branded and shared sustainable “products” or “services” used or produced by the coalition

Lessons Learned in Institutionalization



Expect and Be Ready for Change



Recruit Volunteers Continuously



Share the Resulting Services and Products With other Communities

Any Questions?

