



THE
IMMUNIZATION
PARTNERSHIP



A DOSE OF CHANGE:

Building Capacity in Your Immunization Coalition



Updated May 2017

IMMUNIZE. PREVENT WHAT'S PREVENTABLE.

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CONTENTS

- About the Project 4**
 - The Immunization Partnership
 - The Texas Department of State Health Services Coalition Capacity Building Project and Toolkit

- Background 5**

- SECTION I: Forming a Coalition 6**

- SECTION II: Strategic Planning 10**
 - What is it and Why is it Important?
 - Mission and Vision Statements
 - Infrastructure
 - Identifying Priorities and SWOT Analysis
 - Creating and Using Action Plans
 - Program Evaluation

- SECTION III: Establishing and Sustaining Effective Coalitions..... 30**
 - Leadership
 - Coordinating and Holding Effective Meetings
 - Recruiting Diverse Members
 - Sustaining Active Participation
 - Defining Roles and Responsibilities of Group Members
 - Addressing Challenges

- SECTION IV: Developing a Media and Communications Plan 44**

- SECTION V: Strategies to Increase Immunization Coverage Rates..... 46**

- SECTION VI: Resources 54**

- References..... 59**



ABOUT THE PROJECT

The Immunization Partnership

The mission of The Immunization Partnership (TIP) is to eradicate vaccine-preventable diseases by educating the community, advocating for evidence-based public policy, and promoting immunization best practices. To achieve and sustain high immunization rates, TIP has three focus areas: education, advocacy, and the support of immunization best practices.

Together, these three areas address both the root cause of low immunization rates and the far-reaching policy issues that impact immunization rates in Texas. TIP has extensive experience statewide in forming and consulting with immunization coalitions, facilitating stakeholder meetings, assisting community organizations in becoming nonprofits, seeking community funding to support nonprofit operations, developing educational materials about immunizations, and fostering strong media relationships.

For more information, please visit www.immunizeUSA.org.

The Texas Department of State Health Services Coalition Capacity Building Project and Toolkit

In winter 2016, The Immunization Partnership received funding from the Texas Department of State Health Services (DSHS) to develop and provide immunization stakeholders and coalitions with updated tools and resources to establish and sustain effective coalitions. To develop the original toolkit, The Immunization Partnership conducted on-site capacity building assessments with three coalitions from different geographic regions in Texas and in-depth interviews with coalition members. In writing the toolkit, they also relied on their extensive professional experience and expertise in forming and sustaining coalitions, and conducted a thorough literature review. This updated toolkit incorporates findings from the coalition site assessments and interviews, DSHS-developed resources, relevant science, immunization best-practice models, and tools pertinent to coalitions' organizational and programmatic needs.

The toolkit includes:

- Strategies for improving immunization coverage rates.
- Practical information on establishing, managing, and sustaining a coalition.
- Background information provided by DSHS regarding vaccinations and public health.
- Instructions on developing a communications plan.

The goal of this toolkit is to assist immunization stakeholders in building the capacity of coalitions to which they belong or coalitions that they are creating. It provides tools, descriptions, and examples of processes, helpful hints, and available resources. The toolkit should help you to start thinking about and planning each step of the capacity-building process. With the updated toolkit, DSHS and The Immunization Partnership hope to not only provide concrete strategies to build capacity in established coalitions, but to also provide guidance on building a coalition from the ground up.

Coalition members or other immunization stakeholders will have the experience to complete many steps for building the capacity of their coalitions. Some steps may require the expertise of other professionals. The toolkit is organized to guide users through a step-by-step process, but users are also encouraged to treat each section independently and move around the text as needed.

BACKGROUND

A coalition is a group of organizations and individuals who work together to address a shared concern and accomplish a common goal. When organizations from a variety of sectors join together, they can often have a greater impact than any one can do alone. They do this by providing a forum to:

- Share ideas and strategies.
- Distribute responsibilities and risk.
- Build consensus around key issues.
- Engage in coordinated action.
- Maximize talents.
- Build relationships.

Because vaccine-preventable diseases impact individuals of all ages and circumstances in a community, coalitions can be important forces for improving immunization rates. Given constraints and limited resources, they are uniquely positioned to promote immunizations by better coordinating and leveraging resources to educate community members and medical teams, advocate for science-based immunization policies, and reduce barriers to accessing vaccines. This toolkit provides the necessary information and guidance for those interested in forming a coalition, as well as to assist existing coalitions in growing and improving their coalition.

It's important to note that coalitions come in many different forms, depending on the community. Not all groups considered coalitions are truly functioning as one. In which case, it might be beneficial to take a step back and go through the steps outlined in “Forming a Coalition” and “Strategic Planning” chapters to get the coalition back on track. Similarly, there may be some collaborations in the community that are already fulfilling much of the role of a coalition, but may not be identified as such. The tool **“Is This Group Really a Coalition?”** can help determine whether a group is functioning as a coalition.

IS THIS GROUP REALLY A COALITION?

For each of the 10 items below, check the box if it applies to your group.

- The group is formed to address a specific, external issue.
- The issue requires broad expertise and collaboration to solve.
- The group is primarily made up of organizations, not individuals.
- The organizations' missions and goals align with that of the group.
- The organizations are committed to achieve the group's mission.
- The organizations are actively engaged in a collaborative process.
- The organizations are committed to democratic decision-making procedures.
- The organizations share or obtain resources to assist with the group's work.
- The group's work focuses on education, advocacy and action on behalf of a specific population or issue.
- The group has non-profit status or claims it from an umbrella agency.

If you checked most of the above items, then the group may very likely be a coalition. Further investigation will be needed to confirm this as fact.

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SECTION I: FORMING A COALITION

Step 1: Determine Needs

Before forming a coalition, it's important to take a step back and ask some preliminary questions:

1. What unmet need would this coalition address? What immunization-related issues or challenges exist in the community? This issue – and the strategies to address it – will become more clearly defined later on in the strategic planning process, but it's important to have a common goal in mind from the very beginning to help when determining who should be involved in the new coalition.
2. What organizations are already working to address the unmet need in some way, and is there interest from these organizations to invest time, energy, and potentially resources to participate in a coalition? What resources or expertise do these organizations have that could be better leveraged through the work of a coalition?
3. Is a coalition necessary to meet this unmet need, or could it be addressed by working through an already established group? Is there already an existing structure – such as a broader health coalition or collaborative – that can work to address the issue by forming a special immunization focused sub-committee within the coalition? Coalitions have a lot of benefits, but it's not always necessary to form one from scratch. If a group has already formed that can address the need, it may be better to focus on working in conjunction with that group rather than starting something totally new. Use the tool [Is a Coalition Right for You?](#) to help determine whether forming a new coalition is the right choice for your community.



	Yes	No
1. Does the issue affect a broad range of people?	<input type="checkbox"/>	<input type="checkbox"/>
2. Is the issue complex, requiring information and expertise from various sectors of the community, state, region, or country?	<input type="checkbox"/>	<input type="checkbox"/>
3. Is broad public awareness or education needed?	<input type="checkbox"/>	<input type="checkbox"/>
4. Does a gap in services or programs exist, such that no existing organization is clearly mandated to take on this work?	<input type="checkbox"/>	<input type="checkbox"/>
5. Do other organizations see this issue as a priority?	<input type="checkbox"/>	<input type="checkbox"/>
6. Are other organizations willing to work together to address this issue?	<input type="checkbox"/>	<input type="checkbox"/>
7. Is this issue best addressed through joint ownership and responsibility of a number of organizations?	<input type="checkbox"/>	<input type="checkbox"/>
8. Are potential coalition members willing to relinquish control over coalition activities and outcomes and actively engage in a collaborative process?	<input type="checkbox"/>	<input type="checkbox"/>
9. Are potential members willing to commit to and abide by democratic decision-making procedures?	<input type="checkbox"/>	<input type="checkbox"/>
10. Do organizational goals and policies of potential members align with those of the coalition?	<input type="checkbox"/>	<input type="checkbox"/>
11. Are there resources that can be shared or obtained to assist with the work?	<input type="checkbox"/>	<input type="checkbox"/>
12. Is there a true commitment to work together to produce results, irrespective of funder commitments for collaboration?	<input type="checkbox"/>	<input type="checkbox"/>

If you responded “no” to any of the above items, carefully consider whether a coalition is the best organizational structure for your group

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From Ontario Healthy Communities Coalition. 2002. Organizing Handbook for Healthy Communities, p. 67. Toronto, Ontario.

Step 2: Identify and Recruit Members

The success and sustainability of a new coalition is entirely dependent on its members. Figuring out who needs to be at the table and then actively recruiting and engaging those organizations or individuals is key to forming an impactful coalition.

Once potential members have been identified, the next step is to invite them to participate. This can be done through e-mail, letter, phone call, in person, or a combination of the above. Regardless of the method of communication, the sender should provide 1.) a brief overview of the issue the coalition is being formed to address; 2.) how the issue is relevant to the organization's existing activities or mission; and 3.) how participating in the coalition could be mutually beneficial for both the organization and the new coalition.

Membership recruitment does not stop once the coalition has been formed. Rather, it's an ongoing process that's necessary for any sustainable coalition.

More details on how to further identify and recruit members can be found on page 30.

Step 3: Designate a Champion

Strong leadership is essential to forming and sustaining a coalition. While a formal leadership structure will be determined in later steps, someone will need to take the lead in the early stages of development to build and maintain enthusiasm, as well as schedule and facilitate meetings, follow up on tasks, etc. This person may end up being designated as official leadership later on, though not necessarily.

Step 4: Call a First Meeting

Once potential members have been identified and recruited, the next step is to call a first meeting to hammer out the details regarding the group's structure and mission. While it can be tempting to spend a large portion of the first meeting brainstorming potential events or projects, it's important to stay on task. New coalitions can sometimes fall into the trap of trying to take on too much too soon, which in turn can lead to burnout of its leadership or members. By taking the time to invest in the nuts and bolts of coalition building – such as strategic planning, membership recruitment, action plans, and evaluation – a new coalition can set itself on a more sustainable and impactful path.

A SAMPLE AGENDA FOR A FIRST MEETING COULD INCLUDE:

- I. Welcome and introductions (10-25 minutes depending on size of group)
- II. Determine group structure, including leadership structure and how frequently the group will meet (20-40 minutes)
- III. Identify "Next Steps" for the coalition (ex. electing leadership, drafting the mission and vision, recruiting more members, etc.) and when they should be accomplished (5-10 minutes)
- IV. Adjourn



Step 5: Get Ready to Work

In the next few sections, this manual will discuss specific activities – such as strategic planning, fundraising, and educational strategies – to help guide and improve new and existing coalitions.

- Initiate collaboration and cultivate allies.
- Identify potential member organizations' common, complementary and competing goals.
- Recruit core group of members based on community issue, organizational expertise and available resources.
- Meet with potential members to discuss expectations/concerns about coalition and perspectives on key community issues.
- Hold first coalition meeting and reach consensus on structure and mission.
- Create ground rules for coalition functioning and meeting etiquette.
- Have members complete commitment form (See Tool: Membership Commitment Form).
- Decide how member organizations will be acknowledged publicly (e.g., use of logos).
- Develop communication and feedback mechanisms with member organizations

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SECTION II: STRATEGIC PLANNING

What Is It, and Why Is It Important?

A strategic plan is a roadmap that describes how your organization is going to carry out its chosen strategy or direction. A strategic plan should include several elements:

- A mission and vision statement.
- A description of your organization's long-term goals and objectives.
- Strategies that the organization plans to use to achieve its goals and objectives.
- Action plan to implement goals and objectives.
- An evaluation plan.

Strategic plans can be important tools for planning, promoting, and implementing immunization events and building the capacity of your coalition. They provide focus and direction to help move from planning to action and outcomes. While many organizations can complete a strategic planning process without assistance, most benefit from outside facilitation and consultation. Facilitators can help coalitions identify appropriate objectives that are achievable for existing and projected resources. Strategic plans should always be concisely summarized. Too often, the traditional 20- to 100-page strategic planning document gathers dust as people find the documents too cumbersome to use. Effective strategic plans are useful and valuable tools for making decisions, allocating resources, and maintaining organizational vitality.

Here are some guidelines to follow when developing a strategic plan:

- Use a table format or keep the plan shorter than three pages double-spaced.
- Assign people tasks to formulate objectives and write activities.
- Review the plan at every meeting to ensure accountability

TOP TEN LIST OF NONPROFIT SUCCESS FACTORS

- Mission, Vision, Strategies, and Goals.
- Board of Directors.
- Bylaws, Job Descriptions.
- Membership Retention.
- Incorporation.
- Fund Development.
- Meeting Structure.
- Committee Structure.
- Strategic Plan/Work Plan.
- Leadership.



Mission and Vision Statements

As part of your strategic plan, your coalition should develop a vision and mission statement so that coalition and community members understand the value of the coalition and its goals.

Vision

The vision is the starting point for collaboration. It should be a detailed description of the coalition's desired future. To develop the coalition's vision, begin at the end – where you want to be in the future. Think long-term. Where would you like your community to be 10-15 years from now? Try to think creatively and in new directions.

The vision should:

- Begin with the present and focus on the future, taking into consideration emerging needs and issues.
- Provide direction for collaboration, offer opportunities for member participation, and promote member commitment.
- Consider past traditions and the community's history.
- Be shared by members and easily communicated.
- Be broad enough to include diverse viewpoints.
- Be clear and concise.
- Be inspiring and uplifting.

EXAMPLE:

“We envision a Travis County where all individuals are safe from vaccine-preventable diseases.”

Mission

The mission statement is the coalition's starting point for action and defines its unique purpose. It should make explicit what the coalition will accomplish, who will accomplish it, where it will accomplish it, and for whom. Mission statements must be simple and clear and account for the coalition's strengths, resources, opportunities, and needs. All coalition members should commit to the mission statement. To ensure a statement's relevance, members should revisit and review it from time to time.

Points to consider when developing a mission statement:

- Be concise: Get the point across in one sentence.
- Be outcome-oriented: Explain outcomes the coalition is working to achieve.
- Be inclusive: Don't limit sectors or strategies that may be involved in projects.

EXAMPLE:

“The Travis County Immunization Coalition will provide a collaboration of public and private agencies, committed to the systematic eradication of vaccine-preventable diseases.”

Infrastructure

A coalition's strategic plan can also describe steps to building its infrastructure, which includes fund development, bylaws, job descriptions, and a board of directors and/or Steering Committee.

Plan to Obtain Funding

Some coalitions don't need to look any further than their own member organizations to find the necessary resources to operate and achieve their objectives. Others, however, might need to seek outside funding in order to accomplish their goals. While this may be unfamiliar territory for some, the process need not be daunting.

One of the first steps in devising a fundraising plan is to know and be able to articulate the mission of your coalition. The mission is what often determines whether funders will support your coalition. Funders must believe in the coalition itself. Before setting out to raise money, each coalition must think through the rationale for its appeal and put it in writing. Consider the following questions:

- Why does the coalition exist in the first place? What is the coalition's purpose?
- What is distinctive about it? Why do you feel that it merits support?
- Why are you seeking funds? What do you want to accomplish and how do you intend to do it?
- How will you hold yourself and the coalition accountable?

Other considerations include:

- Focus on the deeds, rather than the needs of your coalition, when visiting potential funders.
- Set a fundraising goal.
- Prioritize local and regional funders.
- Show your passion – it's intoxicating!
- Build your network and relationships, and use these to obtain funding.
- Look for in-kind donations (printing, office space, personnel, marketing, etc.).
- Look to alternative sources (foundations, individual donors, membership fees, fee for services).
- If at first you don't succeed, try again (and again and again).
- Demonstrate your impact: quantify, quantify, quantify!

Set of Bylaws

Bylaws are the ground rules for the operation of the coalition. They should state the name of the coalition, its mission, the composition of board, committees, meeting rules, etc. When complete, members of the coalition can sign the bylaws to demonstrate their commitment to the group.

For assistance in writing your bylaws, refer to [Guide to Writing Bylaws](#). For a sample template for bylaws, please visit <http://coalitionwork.com/>.

Article I. Name of the coalition. The official name of the coalition is obvious. If other names are used to refer to the coalition, mention that it is also known by these names. Name of the organization is usually indicated in bylaws with the words, “This organization shall be known as ...” or “The official name of this organization is ...”

Article II. Mission or purpose of coalition. Clearly defining the purpose helps coalition to stay focused. Decide whether the primary purpose is service, social, political, or other. Decide whether coalition will focus on a single issue or set of issues, a geographic area, or specific population and include coalition’s vision and mission statements.

Article III. Goals of coalition.

Article IV. Membership. This explains the members’ rights and limitations. State any required fees, attendance requirements, and circumstances in which membership can be revoked. If honorary memberships are allowed, include particulars here.

Article V. Officers, staff and duties.

Governing structure: State who reports to whom in terms of the overall governing structure. Bylaws will explain that coordinator is hired and overseen by the Steering Committee, for example, but will not detail to whom other staff members report or what their duties are – coordinator is responsible for day-to-day coalition operations.

Officers: Outline coalition’s officers, with correct titles, terms of office, and required duties.

Electing and vacating offices: If office is elected, describe succession of leadership, voting procedure and how officer is removed from office. If office is appointed, state who appoints.

Work groups: Describe standing work groups (ongoing), how special task groups (exist for duration of completing a specific task or project) will be formed, how work group chairs will be chosen, and how members will be appointed to those work groups.

Decisions: State how decisions will be made and how many members and/or officers are required for quorum (number that must be present for official business to take place). Quorum can be percentage of total or paid membership, specified number, or “majority of members present at a regular meeting.”

Dues: If dues or fees are assessed, the means, rate, and when this occurs are included here.

Article VI. Meetings. Explain how often meetings will be held, i.e., whether the coalition will meet regularly or only as needed. Bylaws should explain who has authority to call meetings, how notice of upcoming meetings must be given to members, and any special or annual meetings. The contents, due dates, and responsibility for annual reports should also be covered here.

Article VII. Steering Committee, work groups and special committees. Describe role of Steering Committee, number and type of members, terms of office, meeting times, quorum and how members will be appointed or selected. Name and describe work groups and any other special committees (e.g., Nominating Committee).

Article VIII. Parliamentary authority. Describe meeting procedures (i.e. use of Robert’s Rules of Order, prerogatives of the Chair, who gets floor, etc.) For most coalitions, an action agenda, modified parliamentary procedure, or consensus are offered as alternatives to Robert’s Rules.

Article IX. Dissolution clause. State what happens to coalition’s property/money if it dissolves.

Article X. Amending bylaws. Describe rules concerning how bylaws are changed, procedure of changing and time requirement for notice. State who can propose amendments or call for complete revision of bylaws and vote requirement for amending/revising bylaws (usually by two-thirds vote).

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Job Descriptions

Jobs should be described in writing for officers, committee chairs, and other prominent positions so that roles and responsibilities are clearly defined. Sample job descriptions are provided in the following tool.

COALITION CHAIR, Responsible to Coalition

Job Description:

- Maintain and or expand current work group membership with assistance from coalition Coordinator.
- Serve as liaison for work group to Steering Committee and coalition.
- Develop work group agenda with staff assistance.
- Serve as moderator of work group meeting (stay 15 minutes after meeting to network and evaluate meeting).
- Designate a recorder for each work group meeting.
- Contact and coordinate with members about work group responsibilities.
- Represent coalition in the community (with staff assistance).
- Consult with Coalition Coordinator as needed.
- Deal with members and staff fairly, sensitively, and confidentially.
- Promote collaboration, conflict resolution, and decision-making.
- Be open to diverse opinions and points of view.

Time Commitment:

- Approximately 3 hours per month.
- Attend 2 work group meetings/year, Steering Committee and coalition meetings, and major coalition activities.
- One-year availability.

Qualifications:

- Ascribe to coalition mission, goals, and bylaws.
- Possess strong leadership and organizational skills.
- Be familiar with or willing to learn principles of parliamentary procedure.

COALITION VICE-CHAIR, Responsible to Chair and Coalition

Job Description:

- Preside over work group meetings in the absence of the work group Chair.
- Assume the role of Chair in the event of the Chair's inability to complete a responsibility or term.
- Consult with work group Chair, as needed.
- Perform other duties as directed by the Chair.

Time Commitment:

- Approximately 1-2 hours per month.
- Attend 2 work group meetings/year, Steering Committee and coalition meetings and major coalition activities.
- One-year availability.

Qualifications:

- Ascribe to coalition mission, goals, and bylaws.
- Possess strong leadership and organizational skills.
- Be familiar with or willing to learn principles of parliamentary procedure.

COALITION SECRETARY-TREASURER, Responsible to Coalition Chair**Job Description:**

- Serves as secretary to coalition and Steering Committee.
- Assists with coalition/Steering Committee meeting agenda layout and distribution.
- Notifies coalition/Steering Committee members of upcoming meetings 2 weeks in advance.
- Locates and secures facilities and arranges lunch for meetings.
- Takes meeting minutes and distributes electronically to members within 2 weeks of meeting.
- Maintains current roster.
- Serves as custodian for all records and reports.
- Prepares annual budget and works with auditor for routine audits.
- Collects dues (if any) and maintains financial records.

Time Commitment:

- Approximately 2-4 hours per month.
- Attend quarterly coalition and Steering Committee meetings.
- One year availability.

WORK GROUP CHAIR, Responsible to Coalition Chair**Job Description:**

- Maintain/expand current membership with assistance from Coalition Coordinator.
- Serve as liaison for work group to Steering Committee and coalition.
- Develop work group agenda with staff assistance.
- Serve as moderator of work group meeting (stay 15 minutes after meeting to network/evaluate meeting).
- Designate a recorder for each meeting of the work group.
- Contact and coordinate with members about work group responsibilities.
- Represent coalition in the community (with staff assistance).
- Consult with Coalition Coordinator as needed.
- Deal with members and staff fairly, sensitively and confidentially.
- Promote collaboration, conflict resolution and decision-making.
- Be open to diverse opinions and points of view.

Time Commitment:

- Approximately 2 hours per month.
- Attend work group, Steering Committee/coalition meetings and major events.
- One-year availability.

Qualifications:

- Ascribe to coalition mission, goals and bylaws.
- Possess strong leadership and organizational skills.
- Be familiar with or willing to learn principles of parliamentary procedure.

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Steering Committee and Board of Directors

A **Steering Committee** is a small group of individuals (typically between 5 and 10 people) who meet separate from the coalition (though it may include members from the coalition) that can help provide support, direction, and feedback. This can be in the form of assisting the coalition in identifying priorities, making difficult decisions, or identifying funding opportunities for projects and activities. While no coalition is required to have a Steering Committee, they can be strong advocates for the group and beneficial in helping it achieve its mission.

A **board of directors** is legally required for coalitions who want to incorporate as a non-profit organization and is a more formal governing body than a simple Steering Committee. If a coalition decides not to incorporate, it can still assemble a board of directors, but it is not required to do so.

The board of directors has the responsibility to ensure that the coalition is carrying out its mission, to secure the resources for the coalition to meet its mission, and to be its strongest advocates. As the coalition's stewards, board members are governors, not managers, who are responsible for fiduciary oversight.

Board members can be members of the coalition itself, but it is not required (unless stated in bylaws). It is not advisable to appoint all coalition members to the board. The board should meet independently of the full coalition.

*For information on how to identify and recruit board members, the National Council of Nonprofits has detailed resources and instructions on how to build a diverse and engaged board:
<http://www.councilofnonprofits.org>.*

Incorporating and Becoming Your Own Nonprofit 501(c)(3)

Incorporation, becoming an “Inc.,” is the forming of a new legal entity that is effectively recognized as a person under the law. A corporation may be a business, a nonprofit organization, sports club, or a government of a new city or town. Nonprofit incorporation is similar to creating a regular corporation except that a nonprofit must take the extra steps of applying for tax-exempt status with the state in which it incorporates and with the IRS.



Question: *Should I incorporate?*

Answer: *Probably! (but maybe not yet.)*



Many coalitions get started under the umbrella of another organization, for instance the health department or another nonprofit. This is a good way to incubate a fledgling coalition. Under most circumstances, it is beneficial for coalitions to eventually move to incorporation because this allows them to employ staff, increase fundraising, and have more latitude in developing effective projects. However, there are alternatives to incorporating. These include partnering with an existing nonprofit organization; acting under the umbrella of an existing, usually larger nonprofit organization; establishing an informal association; or finding a fiscal agent (that is, another non-profit organization through which funds may be passed). These alternatives may achieve your objectives more quickly or efficiently, resulting in the best benefit for your mission and target audience.

Advantages of incorporating:

- Limited liability for board members and staff.
- Tax exemptions.
- May be easier to apply for and obtain grants and other funding.
- Existence not tied to individual members or partners.
- Possible eligibility for discounts on memberships, advertising, and postage.

Disadvantages of incorporating:

- Filing fees for incorporating as a nonprofit entity.
- Organizational overhead: paperwork, record-keeping requirements, and federal and state and reporting requirements.
- Staff and coalition members may become preoccupied with forming the nonprofit and be diverted from the work of the coalition.

*When considering whether to incorporate, review the tool **Checklist to Become a 501 (c)(3) Nonprofit Organization**. You should also seek legal advice to ensure that your coalition is complying with all state and federal regulations.*

- Determine coalition's purpose. Draft clear, concise written mission statement and goals.
- Form Steering Committee or Executive Board. A leadership or Steering Committee can translate ideas into practice through planning and fundraising.
- File articles of incorporation. For nonprofits that want to incorporate, requirements for forming and operating a nonprofit corporation are governed by state law. Contact the secretary of state or state attorney general's office.
- Draft bylaws. Bylaws should be drafted and approved by the coalition early in its development. An attorney experienced in nonprofit law can review bylaws for appropriateness.
- Develop strategic plan. The strategic planning process expresses a vision of coalition's potential. Outline the steps needed to work toward that potential and determine staffing needed to implement the plan. Establish program and operational priorities for at least one year.
- Develop budget and resource development plan. Financial oversight and resource development (e.g., fundraising, earned income, membership) should be described in the resource development plan and budget.
- Establish record-keeping system for the coalition's official records. Corporate documents, minutes, financial reports, and other official records must be saved for the life of the coalition.
- Establish accounting system. Good stewardship of coalition's funds requires an accounting system that meets current/future needs. Annual audits by an external accountant (CPA) may be required.
- File Internal Revenue Service (IRS) determination of federal tax exempt status. Nonprofit corporations with charitable, educational, scientific, religious, or cultural purposes have tax exempt status under section 501(c)(3) or section 501(c)(4) of the Internal Revenue Code. To apply, obtain application form 1023 and publication 557 (detailed instructions) from the local IRS office. The application is a legal document, and an attorney can help prepare it.
- File state and local tax exemptions. According to state, county, and municipal law, apply for exemption from income, sales, and property taxes with appropriate revenue department.
- Meet requirements of state, county, and municipal charitable solicitation laws. Many states and local jurisdictions regulate organizations that solicit funds. Compliance involves obtaining a license and filing an annual report/financial statement. Check with state attorney general's office, state department of commerce, state/local department of revenue, or county/city clerk's office.
- Obtain employer identification number from the IRS.
- Register with the state unemployment insurance bureau.
- Apply for nonprofit mailing permit from U.S. Postal Service.
- Obtain directors' and officers' liability insurance.

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Identifying Priorities and SWOT Analysis

One of the most important parts of the strategic plan is identifying priorities. You may want to use the following worksheet to identify your coalition's priorities.

Your coalition may also want to use a facilitator to lead a SWOT analysis. A SWOT Analysis is a useful technique for understanding your **Strengths** and **Weaknesses**, and for identifying both the **Opportunities** open to you and the **Threats** you face.

What makes SWOT particularly powerful is that, with little effort, it can help you uncover opportunities that your coalition can explore. By understanding the weaknesses of your coalition, members can manage and eliminate threats that might otherwise derail your efforts. By examining your coalition using the SWOT framework, members can get a great start on their strategic thinking and planning.

Refer to the following tool for more detailed instructions on how to do a SWOT analysis.



TOOL: WORKSHEET FOR CHOOSING PRIORITIES

Goal	Potential Action Item	Members/ Experts Needed	Cost (1=low, 2=mid, 3=high)	Level of Effort (1=high, 2=mid, 3=low)	Priority (1=high, 2=mid, 3=low)

A SWOT analysis can be an important tool for developing your coalition's strategic plan and priorities. It allows your coalition to reflect on elements that contribute to its success, as well as the problems or shortcomings that may be holding it back.

SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

Set up ground rules for your SWOT analysis:

- Invite everyone in your coalition to attend.
- Provide an agenda in advance to allow coalition members to think about the topics.
- Be respectful and remind your coalition of the goals of the discussion.
- Record the strengths, weaknesses, opportunities, and threats on a computer displayed on a screen, large sheets of paper, or a whiteboard so everyone can see. Make the notes available to all members after the meeting.

As you conduct the analysis, consider each of the following:

- **Strengths:** These are internal factors that have helped (or will help) your coalition become successful that you want to leverage and grow.
Examples: diverse membership, strong leadership, capacity of member organizations, history of successful events, financial stability
- **Weaknesses:** These are internal factors that are detrimental to your coalition that you may want to address or fix.
Examples: difficulty retaining and engaging members, poor website, lack of infrastructure
- **Opportunities:** Identify external factors that your coalition may be able to utilize to its advantage.
Examples: grant funding, possible partnerships, key relationships in the community
- **Threats:** Identify external factors that can affect or harm your coalition.
Examples: funding cuts, rising costs, certain stakeholders not a part of the coalition, transition in leadership

After completing your SWOT analysis, use it as a guide for creating elements of your strategic plan, and for outlining goals and priorities. As you move forward, be sure that your action plan focuses on your coalition's opportunities, while also addressing any threats or weaknesses.

Remember, threats can be reframed as opportunities in your strategic plan—improve a bad website or create a new one, recruit new members to enhance your connections to the community, or address funding needs by establishing new partnerships.

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<p>STRENGTHS Collective advantages of the coalition (internal).</p> <ul style="list-style-type: none">•••••	<p>WEAKNESSES Collective challenges of the coalition (internal).</p> <ul style="list-style-type: none">•••••
<p>OPPORTUNITIES Outside forces that the coalition can leverage to advance their goals (external).</p> <ul style="list-style-type: none">•••••	<p>THREATS Outside forces that might impede progress (external).</p> <ul style="list-style-type: none">•••••

Creating and Using Action Plans

The next step after forming your priorities and conducting a SWOT analysis is action planning. Action plans can be helpful to your coalition as members plan and implement events.

The action plan:

- Describes the coalition’s priorities, goals, and objectives.
- Identifies the activities that will be conducted to achieve the goals and objectives, which link to the vision and mission.
- Outlines how the activities will be evaluated or measured (see the section on program evaluation for more details).
- Shows a timeline of activities to be completed.
- Describes members’ roles and responsibilities, and assigns particular people or committees to getting the job done (See the tool [Template for Action Plan](#)).

Tips on Writing Strong Goals and Objectives

Goals are generally broad, overarching intentions of what coalitions want to accomplish.

EXAMPLE:

“Function as an umbrella organization for local immunization stakeholders and partners.”

So as not to overload a coalition – especially one just getting started – it’s best to have only a limited number of goals (2-4) in the action plan.

Objectives are clear, measurable steps that work to meet that goal. Each goal might have 2-4 objectives.

Concrete, specific objectives are critical to shaping and evaluating the coalition’s activities. One way to make strong objectives is to make them SMART:

- S** - Specific
- M** - Measurable
- A** - Attainable
- R** - Relevant
- T** - Time-bound

EXAMPLE:

Time-bound *Specific* *Measurable*
By December 2017, compose a diverse governing board of seven individuals, *Attainable*
who have final decision-making authority on coalition matters.
Relevant

It’s important to keep objectives limited to only one measurable action or result so that it is clear whether the objective was achieved.

**EXAMPLE
ACTION PLAN**

Goal 1: Function as an umbrella organization for local immunization stakeholders and partners.

WHAT?		HOW?	WHEN?	WHO?
Objective	Activities	Evaluation	Timeline	Responsibility
<p>1.1. By December 2017, compose a diverse governing board of seven individuals, who have final decision-making authority on coalition matters.</p>	<p>Develop a board recruitment and nomination process.</p> <p>Write job descriptions, develop committee structure, and board member commitment pledge.</p> <p>Compile a list of potential members, both internal and external to the coalition.</p> <p>Draft invitation letters, compile coalition orientation packets, and schedule meetings to recruit participants.</p>	<p><i>Record of board recruitment process and planning documents on file.</i></p> <p><i>Record of final board roster with 7 directors on file.</i></p>	December 2017	Coalition Coordinator Coalition members Internal/external stakeholders and partners
<p>1.2. By March 2017, develop coalition bylaws, which set forth the structure and operations of the coalition.</p>	<p>Gather examples of bylaws of similar organizations for reference.</p> <p>Charge coalition coordinator and a member of the board of directors to draft bylaws, based upon examples.</p> <p>Introduce each section to coalition membership to achieve consensus.</p>	<p><i>Notes from coalition meetings and consensus process.</i></p> <p><i>Record of final bylaws on file.</i></p>	March 2017	Coalition Coordinator Coalition members
<p>1.3. By August 2017, develop the organizational capacity to provide a solid network for local immunization stakeholders and partners, by increasing membership by 25%.</p>	<p>Review existing roster and identify non-participatory members. Assign coalition members to contact members and identify reasons for lack of participation.</p> <p>Conduct a membership gap analysis, in order to identify new members.</p> <p>Institute a buddy program for member recruitment.</p>	<p><i>Membership increases by 25% from established baseline.</i></p> <p><i>Identification of viable members and reasons for non-participation on file.</i></p> <p><i>Record of new member recruitment process and final membership roster.</i></p>	August 2017	Coalition Coordinator Coalition members Internal/external stakeholders and partners

Goal 1:			
Objective	WHAT? Activities	HOW? Evaluation	WHEN? Timeline
1.1			WHO? Responsibility
1.2			
1.3			
Goal 2:			
Objective	WHAT? Activities	HOW? Evaluation	WHEN? Timeline
2.1			WHO? Responsibility
2.2			
2.3			
Goal 3:			
Objective	WHAT? Activities	HOW? Evaluation	WHEN? Timeline
3.1			WHO? Responsibility
3.2			
3.3			

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Program Evaluation

Your coalition has identified priorities and developed a plan of action. Now, it's time to develop an evaluation plan. Program evaluation is important because it records the coalition's history and keeps track of its accomplishments and successes. Evaluation can help members stay engaged and help the coalition to attract funders and secure financial support. Tracking and acknowledging the coalition's progress can encourage productive meetings.

The following activities break down the evaluation process into easily achievable steps. Coalition members and/or outside consultants should follow the steps sequentially to obtain valuable perspective.

An effective evaluation plan for an immunization coalition may include:

- A description of how each objective will be measured.
- A description of how data will be collected and analyzed.
- A designated membership role to record and report data.
- A plan to report evaluation findings to other stakeholders.

Data that an immunization coalition might collect include:

- Meeting minutes and lists of participants.
- Client stories or anecdotes.
- Community survey data.
- Focus group data or information from one-on-one interviews.
- Immunization coverage data.

Create a process for informing coalition members and other stakeholders about progress on evaluation and goals. Your coalition may:

- Create graphs or charts to visually track measures.
- Plot data over time to observe trends and other patterns.
- Use email listservs to disseminate findings and updates.
- Report updates at regularly scheduled staff meetings.

Every effort must be made to keep all coalition members informed of the coalition's activities and accomplishments. Coalition members must be able to look back on particular challenges and reflect on successes. Because many outcomes for immunization coalitions will occur after several months or years, members can look to process metrics as evidence that valuable work is being accomplished.

Emailing meeting minutes or handing out copies at coalition meetings can help demonstrate to members that meetings have been productive and that they have clearly defined objectives. A secretary who assumes responsibility for keeping minutes is also critical to a coalition's success. This task can be simplified by adopting a helpful format for organizing the minutes. The following example template for coalition meeting minutes has obvious benefits because it not only captures essential discussion but also clearly defines action items for future activities.

**EXAMPLE
TEMPLATE FOR
COALITION MEETING MINUTES**

Coalition Meeting Minutes September 1, 2012			
Members present: Lisa, Anna, Nidhi, Jason, Linnea, Jude, etc. Members absent: Max, Blaise, Sarah, etc.			
Agenda Item	Discussion Summary	Action Completed	Further Action Required
Schedule routine time and place for meetings	A decision was made to meet on the 2nd Tuesday of every month at 4 p.m. at the Mexican American Cultural Center.	Yes	No
Increase membership	Conducted Potential Member Grid Assigned members specific organizations for follow-up	No	Members will email Jack results of membership recruitment and appropriate contact information at next meeting.
maintain website	(conference call) scheduled for Sept. 16.	No	meeting to share.

Tracking Processes

The goal of process evaluation is to show whether actions are being implemented as intended and to alert the coalition to potential changes to be made. Good and timely process evaluation allows improvements to be made mid-course so that long-term outcomes can be reached as close to the original timeline as possible.

Other useful process measures include:

- Minutes of meetings.
- Number of members.
- Number of volunteers.
- Number of specific activities (health fairs, seminars, etc.) completed.
- Level of satisfaction with programs, trainings, meetings, etc.

Tracking Outcomes

Outcome evaluation shows whether the goals of the immunization coalition have been reached, such as “Increased knowledge among community members” or “Increased number of people with HPV vaccination.”

See the “Evaluation” column on [Example Action Plan](#) for examples of process and outcome measures.

TOOL: EVALUATION PLAN

Evaluation Priorities	Specific Evaluation Questions	Indicators	Data Source

SECTION III: ESTABLISHING AND SUSTAINING EFFECTIVE COALITIONS



Leadership

While a champion can get the ball rolling for the organization, a coalition must quickly decide on the leadership structure (and subsequently the leader) for the group. If the coalition is not yet incorporated, most coalitions designate a lead agency and maintain a shared leadership structure. Partner agencies assist the lead agency by taking supportive roles.

Responsibilities and strategies of the leadership include:

- Act as the torchbearers of the mission and vision of the coalition.
- Establish the format for conducting meetings.
- Develop meeting agendas, protocol, and conflict resolution procedures.
- Define roles and responsibilities.
- Initiate new ideas, facilitate brainstorming, and problem solve.
- Foster team-building and encourage input from all members.
- Keep the group goal-oriented, focused, and on task in a timely manner.
- Capitalize on member strengths and delegate responsibilities.
- Mediate differences and ensure that controversial issues are thoroughly discussed.
- Facilitate group decision-making, stop any efforts to push through issues or decisions, and encourage consensus.

The specific role(s) chosen for the leadership structure vary, depending on the needs of the coalition. Some choose to have a Chair position that serves as the primary leader for the group, with a Co-chair position to support the Chair. In these instances, the Co-chair may become the Chair after a given time frame and then a new Co-chair is chosen to replace them. Other coalitions choose to have a flatter leadership structure where there are multiple (2-3) Chairs (known as “Co-chairs”) who share leadership responsibilities equally.

Regardless of the structure, it is important that there be a plan for how leaders will be replaced in the event their term ends or they can no longer fulfill their role. A smooth leadership transition is critical to maintaining and safeguarding momentum for the coalition, as well as its progress and morale.

Coordinating and Holding Effective Meetings

It is best to hold meetings in a neutral location on a date and at a time convenient to as many stakeholders as possible. At all meetings, request current members to sign in and collect information from new members that includes name, title or role, name of organization, email address, and phone number.

Use the tool **Coalition Meeting Check-Up** at your next meeting to assess how well your meetings are run. Pass the individual sheets out to each person at the meeting, and ask members to check “agree” or “disagree.” Then, collect sheets, and first tally “agrees” and “disagrees” on each sheet. If more “agrees” on an individual sheet are checked, then that sheet will count toward “well-run” meetings. If more “disagrees” are checked, then that sheet counts as “meetings need to be improved.” The final step is to tally count the sheets in each pile and discuss.

MEETING STRUCTURE: DOS AND DON'TS:

- DO set an agenda and stick to it.
- DO start and stop the meeting on time.
- DO keep it engaging, respectful, and productive. Make it fun (or at least not unpleasant).
- DO set the date and time of the next meeting.
- DON'T have a meeting just to have a meeting.
- DON'T take up valuable meeting time with long discussions – form a committee to discuss a topic and report back.
- DON'T be late sending out board minutes and to-do lists.



	Agree	Disagree
1. Coalition members feel that our meetings are a good investment of their time.	<input type="checkbox"/>	<input type="checkbox"/>
2. We usually stay on track during our meetings.	<input type="checkbox"/>	<input type="checkbox"/>
3. Member participation is balanced during most of our meetings.	<input type="checkbox"/>	<input type="checkbox"/>
4. Our meetings are usually well facilitated.	<input type="checkbox"/>	<input type="checkbox"/>
5. Meetings almost always begin and end on time.	<input type="checkbox"/>	<input type="checkbox"/>
6. Members share responsibility to make sure our meetings are effective.	<input type="checkbox"/>	<input type="checkbox"/>
7. We consistently accomplish our meeting objectives.	<input type="checkbox"/>	<input type="checkbox"/>
8. We regularly take the time to evaluate what is or isn't working in our meetings.	<input type="checkbox"/>	<input type="checkbox"/>
9. Our meetings are not interrupted (e.g. phones, people coming and going, etc.)	<input type="checkbox"/>	<input type="checkbox"/>
10. By meeting's end, members are pleased by our accomplishments and are ready to follow-up on action items.	<input type="checkbox"/>	<input type="checkbox"/>

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Recruiting Diverse Members

Recruiting and diversifying membership can be challenging to immunization coalitions, but it is an important step to ensure that the coalition is representative of the community. This could mean recruiting from a wide variety of public and private sector organizations, skills sets, professions, races and ethnicities, geographic locations, and/or other demographics.

The following tools can assist your coalition in identifying those types of organizations or individuals that are missing from your coalition meetings and help your coalition attract new members. To identify the types of organizations or individuals that are missing from your coalition, use the tool **Coalition Membership Gap Analysis**. To identify which organizations and people can bring to the table, you can use the Potential Member Grid, which complements and builds on the Gap Analysis.

To begin recruiting, use the tool **Buddy Program for Member Recruitment**.

*Looking for more resources on identifying and recruiting members for your coalition?
Check out: www.immunizeUSA.org/coalitions.*



1. Update and access your roster of members.
2. Decide what community sectors you intend to engage; you can modify this list based on the needs of the coalition. For example, in lieu of community sectors, coalitions can list skills sets that are needed:
 - Health/Medical
 - Government/Legislative
 - Business/Labor/Employment
 - Religious/Faith-based
 - Local Community
 - Recreational Organizations/Facilities
 - Nutrition/Food Services
 - Family/Children/Youth/Elderly
 - Health Advocacy/Medical Issues
 - Professional/Trade Associations
 - Other Interest Groups
- 3) For each sector, write the category on a flip chart sheet and mount them on the wall of your meeting room. Define each sector and provide examples of organizations or individuals in each category.
- 4) Produce name badges by printer (or on index cards) of the current member organizations and deal them out to members in attendance at Steering Committee or general coalition meeting.
- 5) At a signal, everyone gets up and quickly affixes their cards or name stickers to the appropriate sheets.
- 6) All sit down and observe the results. The usual case is that some sheets are well populated and others are empty or have only one or two organizations.
- 7) Either as a whole group or in small groups (if many members are present), brainstorm potential organizations or individuals for the sparse categories. A Google search, the phone book or list from the local Chamber of Commerce/small business organization can provide a start. Members should articulate what role each organization or individual will play in the coalition (i.e., Why they are valuable to the coalition's efforts? What are the mutual benefits of partnering?).
- 8) Finally, members volunteer/are chosen to contact these organizations to start recruiting the best representative. The coordinator may then follow up with membership information about the coalition and face-face contact with each organization. This method works, and it's participative!

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ORGANIZATION OR INDIVIDUAL

Activities and Accomplishments

Contributions (power, time, talent, resources)

Self-interests (personal and organizational gains)

Potential conflicts

ORGANIZATION OR INDIVIDUAL

Activities and Accomplishments

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Contributions (power, time, talent, resources)

Self-interests (personal and organizational gains)

Potential conflicts

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STEP 1: Each time a new strategy is introduced, the Chair asks members to consider the question, “Who is not at the table that might help us enact this strategy or idea?”

STEP 2: For each identified organization, a member who has the best connection to that organization is asked to begin the recruitment process and volunteer to be the “buddy.”

STEP 3: The buddy contacts the prospective member and asks him or her to join the coalition effort. The buddy encourages the recruit and answers any immediate questions about participation or the coalition. Successful contact information is forwarded to the Chair and Coalition Coordinator.

STEP 4: The Director follows up with a phone call, and sends an Orientation Packet to the prospective member. The Packet contains the coalition brochure, member roster, bylaws, minutes of the last general coalition and work group meetings, a map and calendar of meetings, recent program materials and press coverage.

STEP 5: As soon as the buddy receives notice of the next coalition meeting, he/she phones the recruit, makes sure that the notice was received and encourages the new member to attend. Transportation and other needs are attended to as well.

STEP 6: At the meeting, the buddy greets the new member, helps acclimate him/her to the surroundings and meeting protocol and introduces the new member to others. The new member is given an opportunity to introduce him or herself to the group. A personal welcome and offer of assistance by the chair occurs at some point during the meeting.

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Sustaining Active Participation

Empowering coalition members to take leadership roles and to participate in coalition activities can also be a major challenge. Many coalitions put themselves at risk by too heavily depending on a small core of active members and only one dynamic leader.

To better retain members, try these strategies:

- Give them something to come back for, including:
 - Educational opportunities.
 - Projects.
- Request that all members submit a Model Commitment Letter.
- Institute a ‘buddy’ system.
- Organize an orientation prior to a new member’s first meeting.
- Use a participant sign-in list at each meeting, and build a list of contacts for future announcements and invitations.
- Celebrate the coalition’s achievements with members.

Refer to these tools for effectively engaging members and stakeholders:

- ***Stages of Team Building.***
- ***Am I a Highly Functioning Coalition Member?***



Our organization, [name], is committed to be an active member of the [name] coalition. We are committed to the vision, goals, objectives and strategies that have been and/or will be decided by the coalition. We are committed to the planning and collaboration that such coalitions undertake and understand that it will take time. We acknowledge the contributions and expectations of the other members of the coalition. Benefits of membership include: newsletters, access to coalition website and its resources, educational events, connection to other members and priority populations, _____ [specify others that apply].

As general evidence of our commitment, we agree to do the following:

- Appoint a representative(s) to attend coalition meetings and activities.
- Authorize that representative to make decisions on our behalf, except for decisions regarding _____ [specify exceptions, if appropriate].
- Read minutes, reports, and newsletters to keep abreast of coalition decisions/activities.
- Disseminate relevant information to organizational members or employees through listservs, websites, and newsletters.
- Keep coalition informed of our organization’s related activities.

Specifically, our organization will commit the following resources to the coalition:

- Access to our volunteers for coalition tasks
- A financial commitment for \$ _____ [or dues, if appropriate] In-kind contributions of staff time, material resources, meeting space, refreshments, incentive items _____ (Specify)
- Connections to other key organizations/individuals _____ (Specify)

Name of Organization _____

Signature of Representative to Coalition _____

Date _____

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STAGE I: FORMING *Why are we here?*

- People express differences – check each other out. Decide whether to be part of group.
- Feelings: Anxiety and confusion.
- Little work accomplished – Conflicts emerge, leadership, value and feasibility of task(s) challenged.

Tasks: Feel included and expect that opinions will be respected.

STAGE II: STORMING *Can we work together?*

- More conflicts emerge as members negotiate tasks.
- Power plays may occur, i.e., who's in charge and what actions taken toward goal.
- Feelings: Instability and polarization.
- Team must bring conflict out in open, encourage good communication skills, and affirm that disagreement is healthy and resolvable.

Tasks: Develop skills; redefine goals, roles, and tasks. Learn to work together.

STAGE III: NORMING *How will we work together?*

- Rules created. Members learn to productively work together. Team pride develops.
- Norms established for how people treat each other, how meetings are conducted, who will do what work, and how it will be accomplished.

Tasks: Deepen skills and understanding, increase productivity, share opinions and skills, evaluate critically and constructively.

STAGE IV: PERFORMING *How can we work smarter?*

- Group becomes functional team. Can diagnose, solve problems, and make decisions.
- Much work can occur. Team may become creative and tackle new tasks.
- Team works together or delegates work. Shares leadership and responsibility.

Tasks: Achieve tasks, deal with group issues, build skills and knowledge, and use time well.

STAGE V: MOURNING/RE-FORMING *Should we continue?*

- Group celebrates achievements, or disbands and mourns loss of group.
- Most groups reform when goals achieved, new goals created, or members and leaders turn over.
- Once group progresses through stages, subsequent team building goes faster.

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	Yes	No
1. I participate in determining the direction of the coalition.	<input type="checkbox"/>	<input type="checkbox"/>
2. I report coalition progress to my organization and share its concerns/idea with the coalition.	<input type="checkbox"/>	<input type="checkbox"/>
3. I am invested in developing ground rules for behavior in the coalition.	<input type="checkbox"/>	<input type="checkbox"/>
4. I candidly share interests/concerns and assure that others are invited to do the same.	<input type="checkbox"/>	<input type="checkbox"/>
5. I listen and try to understand the views of others.	<input type="checkbox"/>	<input type="checkbox"/>
6. I assist in strategic planning and prioritize goals and objectives into an action plan.	<input type="checkbox"/>	<input type="checkbox"/>
7. I help conduct a comprehensive community needs and asset assessment.	<input type="checkbox"/>	<input type="checkbox"/>
8. I help implement activities, including those that directly involve my organization.	<input type="checkbox"/>	<input type="checkbox"/>
9. I serve as a resource for developing program activities.	<input type="checkbox"/>	<input type="checkbox"/>
10. I represent the coalition at key meetings and events.	<input type="checkbox"/>	<input type="checkbox"/>
11. I am a coalition ambassador and promote its mission when and wherever possible.	<input type="checkbox"/>	<input type="checkbox"/>
12. I gather/relay appropriate information to coalition as a basis for decision-making.	<input type="checkbox"/>	<input type="checkbox"/>
13. I prepare for and attend meetings on a regular basis.	<input type="checkbox"/>	<input type="checkbox"/>
14. I help develop resources to sustain the coalition.	<input type="checkbox"/>	<input type="checkbox"/>

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Defining Roles and Responsibilities of Group Members

Coalitions need to make sure members know what's expected of them and that members realize they are doing important and valuable work. To help your coalition define some roles and responsibilities for members, revisit [Sample Job Descriptions](#), and consider:

- The amount of time group members can realistically commit to the group.
- The relevant skills, expertise, and experiences that members bring to the group.
- The resources readily available to group members.
- The relevant interests of group members.
- Who will be responsible for the meeting agenda and recording meeting discussions and decisions.

Addressing Challenges

Things might not always go smoothly or according to plan – and that's OK! Many coalitions, both new and established, go through periods of discord, frustration, or imbalance. Often these challenges are symptoms of very solvable problems. Use the tool [What to Do When Things Go Wrong](#) to help guide the coalition back on track in times of turmoil.



WHAT TO DO WHEN THINGS GO WRONG		
SYMPTOMS	PROBLEM	SOLUTIONS
<ul style="list-style-type: none"> ● Failure to plan ● Failure to act ● Delays ● Frustration 	<p>Lack of focus or direction</p>	<ul style="list-style-type: none"> ● Clarify vision, mission & goals ● Develop Action Plan ● Monitor progress
<ul style="list-style-type: none"> ● History or past grievances surface ● Unequal sharing of resources ● Disruptive meetings ● Hidden agendas ● Lack of trust 	<p>Turf battles & competition</p>	<ul style="list-style-type: none"> ● Recommit to vision for community ● Develop value statements ● Prevent or openly address conflict ● Promote face-to-face discussion to reveal partners' concerns & needs ● Use informal conciliation ● Use 3rd party mediation
<ul style="list-style-type: none"> ● Member & leader burnout ● Unreasonable demands on staff ● New members fail to engage in work ● Frustration ● Resignations occur ● Imbalance in power among organizations 	<p>Unequal sharing of power, decision-making & responsibility</p>	<ul style="list-style-type: none"> ● Develop written responsibilities & roles for staff, leaders & members ● Create MOUs for all member organizations ● Meet with CEO/Director of each organization yearly to clarify expectations ● Review Action Steps at meeting's end & at start of next meeting ● Hold annual coalition retreat to orient/train members on team building & delegation ● Each organization gets 1 vote
<ul style="list-style-type: none"> ● Members are uniformed about meetings/events ● Infighting erupts ● Members & community don't see results from their efforts 	<p>Ineffective communication</p>	<ul style="list-style-type: none"> ● Promptly distribute minutes ● Send monthly Enewsletter & items for partner newsletters ● Develop/distribute 1-page Organizational Message ● Hold annual State of the Coalition address to recap progress & future plans
<ul style="list-style-type: none"> ● Dominance by professionals ● Some community sectors aren't well represented ● Coalition isn't respected or known in community ● Community groups do not support coalition & its work 	<p>Poor links to the community</p>	<ul style="list-style-type: none"> ● Conduct gap analysis to build diverse representation ● Engage in a serious recruitment campaign ● Hold meetings & events in accessible, neutral sites ● Speak about coalition opportunities at community events ● Support activities of other community partners

SYMPTOMS	PROBLEM	SOLUTIONS
<ul style="list-style-type: none"> ● 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 	<p>Ineffective coalition structure or function</p>	<ul style="list-style-type: none"> ● Conduct strategic planning to realign mission & goals with structure & function ● Build organizational chart ● Conduct annual retreat & orientation for leaders ● Institute 1-2 year leader term limits & annual elections ● Commit to effective meetings & reporting ● Have veteran leaders & members mentor new ones ● Develop Resource Development or Steering Committee to develop budget, resources & funds
<ul style="list-style-type: none"> ● Poor or inconsistent attendance ● Lack of follow through on tasks 	<p>Time & loyalty conflicts</p>	<ul style="list-style-type: none"> ● Use surveys & discussions to find best meeting times & fit between talents & tasks ● Annual review of Commitment Letters ● Ask organization to send new representative with more time to offer coalition ● Follow-up by Chairs of nonattenders & those who fail to finish tasks
<ul style="list-style-type: none"> ● Coalition is not recognized by media or key community leaders ● Coalition doesn’t receive grants or funding from proposals ● Recruiting members & leaders is difficult ● Expected outcomes don’t occur ● Community problems are unresolved 	<p>Lack of outcomes</p>	<ul style="list-style-type: none"> ● Develop logic model, action plan & evaluation plan ● Collect data & consistently monitor short, intermediate & long-term outcomes to hold partners accountable & help align efforts ● Coordinate each partners’ activities via an agreed upon Action Plan ● Use 1-page Organizational Message & social media to broadcast successes to current & prospective members & leaders ● Contact foundations & funders to explore funding opportunities

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SECTION IV: DEVELOPING A MEDIA AND COMMUNICATIONS PLAN

Media relations provides a unique opportunity for coalitions to improve immunization rates. Through mass media, coalitions can inform the public about critical immunization issues and encourage them to take action. As your coalition works to improve immunization rates and institute policies that benefit the community at large, it's essential to establish working relationships with the local news and health reporters. Having reporters who understand the immunization issues in your community will work to your advantage when garnering coverage to increase awareness about your coalition, its efforts, and how it is working to overcome local challenges. The Immunization Partnership developed a toolkit that offers best practices in media relations, social media, and other aspects of public relations. Below is a summary of key recommendations from that toolkit, for additional information please visit <http://www.immunizeusa.org/coalitions>.

Steps involved for developing a media and communications plan:

- 1. Identify strategic goals that support your coalition's mission and purpose.** Goals describe what you hope to accomplish in the long term.
- 2. Consider all audiences that you might contact, attempt to influence, or serve.** For instance, if your coalition is committed to increasing adolescent immunization rates, consider events and outlets that target this audience. To identify your target audiences, ask yourself:
 - How does each audience best receive its information?
 - How often should the coalition communicate with this audience?
 - What are the targeted media outlets to reach your audiences?
 - What are the key messages that are relevant to each audience segment?
 - What challenges might need to be overcome to communicating effectively?
- 3. Develop key messages to be communicated to your target audiences throughout your program and on a consistent basis.** Noteworthy messages should:
 - Convey what you want the audiences to know and what action you want them to take.
 - Be succinct, clear, memorable, and relevant to each audience segment.
 - Refrain from jargon.
 - Complement existing news stories, topics, or comments.
 - Reference statistical data.
- 4. Identify communication objectives – the results you want to achieve for each audience.** These benchmarks are attached to a timeframe and are measurable. For example, "By August, promote and host a back-to-school immunization fair for at least 100 families."

5. Identify which media outlets reach your primary audiences. Media outlets include radio stations with news departments, television news stations, newspapers, and magazines that are read or viewed by your constituents. The quantity of media outlets is not the goal; it is more effective that the selected media outlets reach your target audiences. Here are some steps to take:

- List all outlets in your media market. This includes daily newspapers, community publications, magazines, news stations, and radio stations. Also include organization newsletters and blogs.
- Survey or ask your stakeholders about their preferred outlets.
- Watch newscasts and read publications. Knowing firsthand the types of stories the broadcast and print media cover will give you insight into how to propose stories about your coalition.
- Research the reporting style of certain health reporters, school reporters, and relevant journalists. Identify and use the most appropriate publication or news station, given your target audience.

6. Choose the tools and techniques to disseminate your story. Media relations tools can include a pitch, media advisory, calendar release, news release, fact sheet, media kit, or a public service announcement (PSA). Regardless of the method, it is important to incorporate the following:

- Key message/call to action.
- Intended audience.
- Explanation of why your story is newsworthy.
- Resources (statistics or factsheets).
- Brief background on your coalition.

7. Identify a couple of people who are the face and voice of the organization. These are individuals who can be positioned as expert sources on immunizations and who can be called upon for interviews.

8. Identify community partners that share similar immunization promotion objectives. Before agreeing to commit to a partnership:

- Establish expectations for the partnership up front. Make certain that the union is mutually beneficial. BOTH parties should gain from the partnership.
- Ensure the partner's goals, objectives, audiences, and activities align with your plan.

9. Create a calendar, which outlines what activities need to be accomplished and by when.

10. Monitor and evaluate the impact of your efforts. Evaluation is the only way to determine what aspects of your communication plan are working and how efforts can be improved for future communication planning.

For detailed instructions on how to implement your plan and the complete Media Toolkit for Coalitions: A Booster Dose of Communication Strategies, visit: www.immunizeUSA.org/coalitions.

SECTION V: STRATEGIES TO INCREASE IMMUNIZATION COVERAGE RATES

Numerous credible strategies have been recommended via evidence-based research and science to improve vaccination coverage rates across the lifespan. This section summarizes a selection of the best practices promoted nationally by the Centers for Disease Control and Prevention and The Guide to Community Preventive Services, and further validated by local data gathered through stakeholder meetings and a statewide survey conducted by The Immunization Partnership, in collaboration with the Texas Department of State Health Services.

If implemented, many of the best practices outlined below have the potential to result in changes in policies and practices that can improve and sustain immunization rates. It is important to consider the implementation of these practices both independently and in combination. A single intervention might not address multiple problems contributing to low immunization coverage rates.

Increase Community Demand for Vaccinations

Increase outreach and education to those skeptical about vaccines. Although most people accept routine vaccination recommendations, there is a growing minority who are vaccine-hesitant and either delay vaccination or refuse vaccination entirely. Many question the safety of vaccines or the need for vaccinations in general, given that many vaccine-preventable diseases are no longer prevalent in the United States. A survey of Texas stakeholders in 2016 revealed that 81% of respondents believe that “misinformation or lack of knowledge about vaccines” is a “very important” barrier to increasing immunization rates – up from just 66% in 2010.

Reinforce the need for age-appropriate immunizations across the lifespan. At any age, the immunization schedule can be difficult to remember and it is a challenge for patients to stay up to date. In order to better inform and influence communities about vaccinations, broaden promotion by sharing information in both healthcare and non-healthcare settings. Work collaboratively in medical and public health settings to reinforce the importance of preventive care and to ensure that immunization education is provided in a timely manner, during the delivery of care. Non-healthcare settings like schools, parent-teacher associations, businesses, civic leaders, and other special interest groups can also be used to disseminate education and provide referral sources on where individuals can access free or low-cost immunizations.

Employ strategies that reassure vaccine-hesitant parents. When addressing concerns among vaccine-hesitant parents, it is critical to respond in a customer-focused manner. Many models encourage providers to validate patient concerns and to be respectful and sensitive manner when questions are raised. Another strategy is to illustrate the impact of non-vaccination by using emotional, personalized stories of those who have been affected by vaccine-preventable diseases. These stories demonstrate that vaccine benefits outweigh risks. The media can also be a powerful partner when promoting immunizations. Both traditional (public service announcements, media alerts etc.) and non-traditional media (social media) are beneficial approaches to dispel vaccine concerns and misconceptions.

Educate community leaders on the importance of immunization. What community leaders say regarding vaccination has the potential to impact the collective views and attitudes in that community. Coalitions can play a role in providing these leaders with accurate information on the importance of vaccination and the dangers of vaccine-preventable diseases, as well as encouraging them to serve as role models for the entire community by speaking out about the critical need for vaccines.

SUGGESTED ACTIVITIES

- Conduct training(s) with healthcare providers on risk communication strategies to address questions and concerns about vaccines, such as the CASE method.
- Implement a social media campaign to promote science-based immunization information and resources.
- Partner with a local radio station to host a series of “spots” or interviews on immunization-related issues, and/or write op eds for the local paper(s) to promote vaccines throughout the lifespan.
- Work with community leaders during flu season to stage a “photo op” of the leader receiving a flu vaccine and encouraging members of the community to do the same.



Enhance Access to Vaccination Services

Increase participation in the Vaccines for Children (VFC) program. The VFC program is an entitlement program that provides all ACIP-recommended vaccinations to VFC eligible children through 18 years of age, at very low cost. Conducting outreach to providers who serve VFC-eligible children and encouraging them to participate in the program has the potential to increase access to uninsured and underinsured individuals.

Expand access to vaccines in all healthcare and non-healthcare settings. Efficient immunization service delivery reduces barriers to care by ensuring that services are available on a routine basis and at convenient times and locations. In order to more effectively reach communities, many providers have expanded the hours that vaccines are offered to include weekend, evening, and “walk-in” appointments. Furthermore, broadening the pool of providers who can administer vaccines to include alternative providers has the potential to increase access. For instance, collaborations with obstetrician/gynecologists and pharmacists, as well as agencies that serve high-risk adult patients, including STD clinics and violence prevention programs, are possible options. Finally, incorporating vaccination into everyday settings like workplaces, churches, and community centers can reduce the effort needed for communities to access vaccines.

SUGGESTED ACTIVITIES

- Coordinate with schools, faith-based organizations, local health departments or food banks to host vaccination drives.
- Partner with private providers to provide immunization services at discounted rates.
- Promote evidenced-based immunization interventions in non-clinical settings, such as vaccination programs in schools and childcare facilities and/or Women, Infants and Children (WIC) Settings.
- Partner with local pharmacies to provide immunizations during seasonal initiatives.

Promote Science-based Immunization-related Policies and Systems Changes

Promote vaccination requirements for healthcare providers. Healthcare workers are not only at greater risk for contracting vaccine-preventable diseases, they are also at risk for spreading diseases to patients. Therefore, healthcare worker vaccination both protects the employee and promotes patient safety. Despite evidence that healthcare worker vaccination reduces morbidity and mortality among patients, voluntary immunization rates remain inconsistent and often low. Encourage local health systems and clinics to implement policies requiring vaccination for their employees, which could help increase vaccination rates among clinic-based workers and reduce the risk of outbreaks from preventable illnesses.

Utilize reminder / recall systems and other immunization best practices. Reminder/recall interventions involve reminding patients that immunizations are due (reminders) or late (recall). When used consistently, this strategy can vastly improve immunization rates. The Texas state immunization information system, ImmTrac2, can help track immunizations and providers can issue reminders via mail or phone. Work with local health systems to incorporate these and other evidence-based practices – such as standing orders and provider reminders – into their clinical protocol.

SUGGESTED ACTIVITIES

- Partner with a local hospital or academic institution to plan continuing education event(s) for healthcare personnel.
- Work with managers of healthcare settings to implement evidence-based interventions, such as reminder/recall programs, use of the statewide immunization registry, ImmTrac2, and standing orders.
- Promote workplace vaccination programs in healthcare settings.

Implement Provider-based Interventions

Promote provider education. Healthcare providers have the power to influence a person's beliefs about vaccine safety and his/her decision to vaccinate. Encourage ongoing education among providers about resources, such as VFC, and ensure that providers are knowledgeable about new and existing recommendations for children, adolescents, and adults, as well as communication strategies for communicating the risks and benefits of vaccines.

Utilize Immunization Information Systems (IIS) to improve the delivery of immunization services. Immunization Information Systems (IIS), such as the Texas immunization registry, ImmTrac2, help parents, providers, and health plans keep track of vaccination histories by combining immunization information into one reliable source. These confidential, computerized systems improve access to immunization status, save money by ensuring individuals get only the vaccines they need, and improve efficiency in reviewing records.



SUGGESTED ACTIVITIES

- Partner with a local hospital or academic institution to plan continuing education event(s) for healthcare personnel.
- Provide local healthcare settings with information and/or training for their staff on benefits of vaccination, disease processes and transmission, and the potential implications of declining vaccinations.

Event Title: Proposed Date:		Responsible	Notes
Planning Component	Timeline	Primary Tasks	
Logistics	Begin 3 months prior	<ul style="list-style-type: none"> Set date, time, location Book venue and secure any equipment needed (tables, projector, etc.) Order food/catering and delivery 	
Content	Begin 3 months prior	<ul style="list-style-type: none"> Develop learning objectives for the event Determine priority audience Identify and invite speakers Draft and finalize the event program Work with CEU agency to finalize paperwork Develop evaluation tools and compile data after the event 	
Marketing/ Recruitment	Begin 1-6 weeks prior	<ul style="list-style-type: none"> Distribute marketing materials Reach out to other organizations/ partners to ask them to distribute marketing materials as well Follow up with partners to ensure that materials have been sent out 2-3 times to contact lists 	
Fundraising	Begin 3 months prior	<ul style="list-style-type: none"> Identify what resources the coalition already has within its membership and what still needs to be raised. Identify and contact businesses in the community who could support the event with in-kind donations (ex. CEUs, food, venue space) Send thank you notes afterward 	

Tentative Event Title

Date

Time

Location

Overall Event Goal

After viewing the presentation, event attendees will be able to:

Provide 1-3 clear action items you would like participants to do following the event.

Priority Audience(s) for the Event

List the kinds of individuals (ex. occupations or demographics) you would like to attend the event.

Working Title for the Presentation

Time Needed to Present Content

Proposed Speaker

Learning Objectives for Presentation

Specific Topics to Cover

Ex. Explain the latest recommendations for pertussis vaccination during pregnancy.

- a. Number of doses needed.*
- b. Timing of administration*
- c. Contraindications or precautions*

Working Title for the Presentation

Time Needed to Present Content

Proposed Speaker

Learning Objectives for Presentation

Specific Topics to Cover

Working Title for the Presentation

Time Needed to Present Content

Proposed Speaker

Learning Objectives for Presentation

Specific Topics to Cover

SECTION VI: RESOURCES

General Immunization

Adult/Adolescent Immunization Program: <http://www.dshs.texas.gov/immunize/adult.shtm>

ImmTrac2: Immunization Information System for Texas.
<http://www.dshs.texas.gov/immunize/immtrac/default.shtm>

Influenza: <http://www.dshs.texas.gov/immunize/flu.shtm>

Information for Healthcare Providers: <http://www.dshs.texas.gov/immunize/providers.shtm>

Information for Parents and Consumers: <http://www.dshs.texas.gov/immunize/public.shtm>

School and Childcare: <http://www.dshs.texas.gov/immunize/school/default.shtm>

Texas Immunization Stakeholder Working Group (TISWG): A working group which was formulated to increase partnership across the state to raise vaccine coverage levels and improve immunization practices for all Texans. <http://www.dshs.texas.gov/immunize/partners/tiswg.shtm>

Texas Vaccines for Children Program: The Vaccines for Children Program is a federal entitlement program that provides all ACIP recommended vaccinations to uninsured and underinsured children (0-18 years of age) at low cost. <http://www.dshs.texas.gov/immunize/tvfc/default.shtm>

Vaccine Management: http://www.dshs.texas.gov/immunize/vac_manage.shtm

Vaccine Safety: http://www.dshs.texas.gov/immunize/safety/vac_safety.shtm

Other DSHS Immunization Unit information and public service announcements:
<http://www.dshs.texas.gov/immunize/default.shtm>

Immunization Education and Materials

DSHS Literature and Forms Online Order Form: <https://secure.immunizetexasorderform.com/default.asp>
This site makes DSHS-developed promotional materials, educational brochures, posters, and forms available to immunization stakeholders for free or at low cost.

Texas Vaccine Education Online: <http://www.vaccineeducationonline.org/>

Texas Vaccine Education Online provides short online courses on topics related to vaccines, including Texas Vaccines for Children (TVFC), ImmTrac2, vaccine-preventable diseases, vaccine administration, and strategies to raise coverage levels. Each course is designed for a specific audience, such as health care providers, school personnel, parents, and local health departments. These courses are free

Immunization Requirements

School and Childcare Facility Requirements: <http://www.dshs.state.tx.us/immunize/school/default.shtm>
This site provides information on requirements for schools and childcare facilities, including educational materials, and alerts.



Coalition Building (General)

Butterfoss, Frances Dunn. 2007. *Coalitions and Partnerships in Community Health*, Jossey-Bass: San Francisco, Calif. This book is a one-stop shop for the tools needed to be successful in collaborative work. It includes research- and practice-based approaches to the work of building, sustaining, and evaluating community coalitions.

CoalitionsWork: <http://coalitionswork.com/>. This for-profit company helps coalitions and partnerships reach their potential to be a force for positive change in the health of their communities through collaborative research, education, and consultation with organizations, partnerships and coalitions.

Developing Effective Coalitions: An Eight Step Guide. Prevention Institute. Available: <http://www.preventioninstitute.org/component/jlibrary/article/id-104/127.html>. June 2012. This guide offers concrete steps on how to build partnerships in a community for the purpose of bringing about effective change.

Sherow, Sheila and J. Weinberger. 2002. *Planning for Change, A Coalition Building Technical Assistance System: Coalition Building Basics*. This brief report describes how to start and organize a coalition, strategic planning, and group management techniques.

The Tension of Turf: Making it Work for the Coalition. Prevention Institute. <https://www.preventioninstitute.org/publications/the-tension-of-turf-making-it-work-for-the-coalition>. Available: June 2012. This paper offers solutions for one of the hardest issues faced in collaborating: turf struggle.

Fundraising

Lansdowne, David. 2010. *Fund Raising Realities Every Board Member Must Face: A 1-Hour Crash Course on Raising Major Gifts for Nonprofit Organizations*, Medfield, Mass.: Emerson & Church, Publishers.

Starting and Incorporating a Nonprofit

Greenlights for Nonprofit Success. 2010. *Starting a Nonprofit in Central Texas: A Resource Guide*. This guide provides instructions and tools on how to start a nonprofit and how to incorporate a nonprofit.

Strategic Planning

Lake, Neville. 2002. *The Strategic Planning Workbook*, Business Enterprise Guide: Philadelphia, Penn. This book presents strategic planning as a way to make practical decisions and offers a guide to progress through its key stages of strategic planning.

Olsen, Erica. 2007. *Strategic Planning for Dummies*, Wiley Publishing: Indianapolis, Ind. This book offers great information and instruction for facilitating and developing a strategic plan.

Media and Communications

The Immunization Partnership. 2012. *Media Toolkit for Coalitions: A Booster Dose of Communication Strategies*, Austin, Texas. Available: www.immunizeUSA.org. Provides basic strategies for engaging the media and a strong foundation in communications and messaging. Use this toolkit to find more effective ways of advancing your coalition's activities and efforts, communicating to donor agencies, building partnerships, developing educational mediums for parents/community members, and promoting immunizations through key messaging.

Opel, D.J., et al. "Social Marketing as a Strategy to Increase Immunization Rates," *Archives of Pediatrics and Adolescent Medicine*, Volume 163 (No. 5) May 2009, pp 432-432.

Available: <http://archpedi.ama-assn.org/cgi/reprint/163/5/432>. December 2011.

Non-Profit Tech 2.0 "Five ways to Grow Your Nonprofit's Fan Base." Available:

<http://www.nptechforgood.com/2011/06/27/five-ways-to-grow-your-nonprofits-facebook-fan-base/>.

November 2015.

Media Cause "Twitter for Non-profits: A guide to #doingitright," 2013. Available:

http://www.proliteracy.org/Downloads/ProLiteracy_member-central-survive-and-thrive_twitter-for-nonprofits.pdf. November 2015.

Vaccination and Public Health

Advisory Committee on Immunization Practices (ACIP): <http://www.cdc.gov/vaccines/acip/index.html>.

The ACIP develops written recommendations for the routine administration of vaccines to children and adults in the civilian population. Recommendations include age for vaccine administration number of doses and dosing interval, and precautions and contraindications. The ACIP is the only entity in the federal government that makes such recommendations.

American Academy of Pediatrics: <http://www2.aap.org/immunization/>. Immunizations are one of the many strategic priorities for the American Academy of Pediatrics (AAP). AAP chapters offer a variety of immunization-related programs and participate in several immunization campaigns each year.

The Centers for Disease Control and Prevention – Vaccines and Immunizations:

<http://www.cdc.gov/vaccines/>. Vaccine-preventable disease levels are at or near record lows; however, we cannot take high immunization coverage levels for granted. To continue to protect America's children and adults, we must obtain maximum immunization coverage in all populations, establish effective partnerships, conduct reliable scientific research, implement immunization systems, and ensure vaccine safety.

Center for Vaccines Awareness and Research, Texas Children's Hospital:

<http://www.texaschildrens.org/vaccine/>. The Center for Vaccine Awareness and Research provides a valuable resource for understanding the increasingly complex issues of vaccination. It draws upon the expertise of specialists who combine expanded knowledge of approved vaccines with in-depth understanding of infectious diseases, primary care, and adolescent medicine.

Every Child By Two: <http://www.ecbt.org/>. Founded by Former First Lady Rosalynn Carter and Former First Lady of Arkansas Betty Bumpers in 1991, ECBT works with immunization partners nationwide to educate those who affect policy decisions regarding immunizations and to seek funding for state immunization programs who are responsible for the delivery of vaccines to the uninsured and underinsured children of this nation.

Immunization Action Coalition: <http://www.immunize.org>. The Immunization Action Coalition works to increase immunization rates and prevent the spread of disease by creating and distributing educational materials for healthcare professionals and the public. Immunize.org features a vast library of disease-specific resources.

The Immunization Partnership: <http://www.immunizeUSA.org/>. The mission of The Immunization Partnership is to eradicate vaccine-preventable diseases by educating the community, advocating evidence-based public policy, and promoting immunization best practices. This organization provides resources and capacity-building support for coalitions in Texas.

National Network for Immunization Information (NNii): <http://www.immunizationinfo.com/>. NNii provides comprehensive resources on a variety of vaccines and the diseases they prevent. NNii is affiliated with several organizations committed to improving public health.

PKIDs (Parents of Kids with Infectious Diseases): <http://www.pkids.org/>. The mission of PKIDs is to educate the public about infectious diseases, the methods of prevention and transmission, the latest advances in medicine, and the elimination of social stigma borne by the infected; and to assist the families of the children living with hepatitis, HIV/AIDS, or other chronic, viral infectious diseases with emotional, financial, and informational support.

Texas Department of State Health Services, Immunization Unit: <http://www.dshs.state.tx.us/immunize/>. This is the home page for the Texas Immunization Program: a one-stop shop for immunization and vaccine information for Texas residents.

Vaccinate Your Baby: <http://www.vaccinateyourbaby.org/>. ECBT's Vaccinate Your Baby campaign was launched to urge parents to immunize their babies from vaccine-preventable disease and address misinformation about vaccines that causes confusion among parents and puts children at risk. The campaign's website is a comprehensive resource for parents who want to get the facts about childhood immunization.

Vaccine Adverse Event Reporting System: <http://vaers.hhs.gov/index>. The Vaccine Adverse Event Reporting System is a cooperative program for vaccine safety of the Centers for Disease Control and Prevention (CDC) and the Food and Drug Administration (FDA). VAERS is a post-marketing safety surveillance program that collects information about adverse events (possible side effects) that occur after the administration of US-licensed vaccines.

The Vaccine Education Center at The Children's Hospital of Philadelphia: <http://www.chop.edu/service/vaccine-education-center/home.html>. The Vaccine Education Center at The Children's Hospital of Philadelphia provides parents with complete, up-to-date, and reliable information about vaccines. The Center's goal is to dispel common misconceptions and misinformation about childhood vaccines, explain how and why vaccines work, address safety issues, and reinforce why vaccines are still necessary.

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Centers for Disease Control and Prevention. *Immunization Program Operations Manual*.

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Nakra, Nidhi M. 2010. *An Ounce of Prevention: Texans Speak Up for Immunizations*. Available: <http://www.immunizeUSA.org>. July 2012.

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The Guide to Community Preventive Services.

Available: <http://www.thecommunityguide.org/index.html>. July 2012.

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