



Sustaining a  
Shared Vision

# Sustaining a Shared Vision

## Sustaining a Shared Vision

The Strategic Prevention Framework (SPF) requires that sustainability be integrated into each of the five steps of the SPF process (assessment, capacity, planning, implementation and evaluation.) In the context of capacity building, sustainability means bringing the right people to the table to determine and adhere to a vision and mission that guides the coalition's work. Sustaining a shared vision is the key to coalition longevity and effectiveness. Agreeing upon the *big picture* and what the coalition hopes to accomplish will provide clarity for the members as well the community.

### Develop a Plan for Sustainability

Sustainability goes beyond funding to include human and social resources. It involves focusing attention on organizational structures and relationships that need to be maintained in order to provide effective prevention policies, practices and programs. Sustainability also means maintaining outcomes over time. MOUs (Memorandum of Understanding) serve as effective tools to help institutionalize policies, practices and programs. For example, an MOU between law enforcement and public health can solidify a regular schedule of compliance checks. A checklist to help coalitions develop a sustainability plan is included in this chapter.

### Develop a Vision Statement

A vision statement describes how the coalition would like the community to look five to ten years in the future. “What will success look like?” In other words, what will the *community* look like after the coalition has achieved success?

A vision statement should be developed shortly after a coalition forms since it will help to guide its efforts. The entire coalition might assist in the effort, or a representative group can develop a vision statement and present it to the coalition for deliberation. The amount of time this will take varies from group to group. Once adopted, a vision statement can be reconsidered whenever new goals and objectives are discussed. However, a vision statement tends to endure the test of time.

The following are some sample vision statements from coalitions located in Wisconsin:

- Positive Alternatives Coalition, Lac du Flambeau, WI, Northwoods Coalition member  
*Vision:* A community of Vilas voices where youth and adults are heard and participate in decision-making.
- Marshfield Area Coalition for Youth (MACY), Marshfield, WI, Northwoods Coalition member  
*Vision:* Marshfield area is the best place to raise children.
- Columbia County Connects Coalition, Portage, WI  
*Vision:* Columbia County Community Supports Healthy Life Choices.
- Alliance for Wisconsin Youth, Madison, WI  
*Vision:* Wisconsin Youth are healthy, thriving, and engaged citizens.
- Northwoods Coalition, Marshfield, WI  
*Vision:* A Coalition of Value.

Tools to assist developing and revising a vision statement are included in this chapter.



## Develop a Mission Statement

A vision statement forms the foundation upon which a mission statement is built. The purpose of a mission statement is to clarify the priorities of the coalition as precisely as possible. The mission statement should reflect the input of all of the coalition members and the diversity of the community. It serves as a benchmark on which decisions are based and moves the coalition forward.

The following are some sample missions from coalitions located in Wisconsin:

- Positive Alternatives Coalition, Lac du Flambeau, WI, Northwoods Coalition member  
*Mission:* To facilitate and enhance collaboration among all age groups and cultures while encouraging the norm of non-use and positive risk-taking.
- Marshfield Area Coalition for Youth (MACY), Marshfield, WI, Northwoods Coalition member  
*Mission:* To mobilize diverse community members and identify resources for the prevention of alcohol and other drug abuse and related problems to develop environments which foster resilient and healthy youth and families.
- Columbia County Connects Coalition, Portage, WI  
*Mission:* To reduce alcohol and other drug abuse by educating our youth and adults about leadership skills and healthy life choices through community collaboration.
- Alliance for Wisconsin Youth, Madison, WI  
*Mission:* To support and enhance the capacity of coalitions in their substance abuse prevention and positive youth development efforts.
- Northwoods Coalition, a program of Marshfield Clinic Center for Community Outreach, Marshfield, WI  
*Mission:* To assist in developing healthy environments that foster resilient, successful children, youth and families. To serve as a catalyst for program design and development. To provide technical assistance and consultation, education and training and resources to community partnerships.

Tools to assist in developing or revising a mission statement are included in this chapter.

## Reward and Recognize Coalition Members

Volunteer recognition is crucial for attracting and maintaining an active membership. It is important to recognize and observe successes of a coalition and its volunteers. Celebrating and sharing success stories are important parts of any community initiative.

The University of Kansas' Community Toolbox provides a long listing of reasons to recognize coalition members or celebrate coalition efforts; a few are listed below:

### You should celebrate...

- If your goal was accomplished
- If your goal was not accomplished, but you are on your way
- If a team member is leaving the group (good-bye party)
- If a new team member is joining the group (welcome party)
- If your team received a grant, an award, a recognition prize, a contribution
- If a team member did something outstanding
- If a team member tried to do something outstanding
- If you want different sections of your team to meet each other
- If you want to recognize the work of a volunteer
- If your team needs to thank somebody
- If you have any reason at all to celebrate

*For additional suggestions, visit The Community Toolbox – Chapter 41: Rewarding Accomplishments at the following Web site: [http://ctb.ku.edu/tools/chapter\\_1041.htm](http://ctb.ku.edu/tools/chapter_1041.htm)*

**Tools which are provided on the following pages include:**

Coalition Sustainability Checklist- Community Anti-Drug Coalitions of America (CADCA)

Developing a Vision Statement Exercise: Dare to Dream

Vision Statement Review Exercise

Developing a Mission Statement Exercise

Mission Statement Review Exercise

**The enclosed workbook CD includes the tools listed above plus the following:**

Elements of Sustainability Worksheet- Western CAPT (Center for the Application of Prevention Elements of Sustainability Worksheet- Western CAPT (Center for the Application of Prevention Technologies)

Seven Habits of Highly Sustainable Coalitions- Community Anti-Drug Coalitions of America (CADCA)

Maintaining Involvement and Energy- Community Anti-Drug Coalitions of America (CADCA)

**Sustainability Strategies**

This is not so unique, but I believe the key to our longevity is:

1. Ongoing communication...keeping everyone informed and updated.
2. Not expecting that everyone will always be “on the same page” with their awareness and expectations or levels of commitment.
3. Encouraging participation from “new” people.
4. Working on specific projects or strategies through smaller work groups or “task forces.”

*Betty Kleemeier, Partnership for Healthy Choices, Chippewa County, WI,  
Northwoods Coalition member*



## Coalition Sustainability Checklist

Criteria	Yes!	Sort of	No!	????
<b>Element 1:</b> Leaders take responsibility for their coalition's success				
Coalition leaders have been identified	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition leaders are clear about their roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition leaders actively fill their roles and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training and recognition are provided to coalition leaders (and others)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Element 2:</b> Involve community leaders, partner organizations, and a variety of community members				
New members are actively recruited	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The coalition reaches out to community organizations on a regular basis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New members are oriented and trained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Champions have been identified and trained	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Champions are used effectively	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Element 3:</b> Diversified funding from the start				
A long-term budget has been developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A long-term funding plan has been developed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The funding plan includes:				
• Local fund raising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Grant writing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Professional fund development activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Inclusion in organizational budgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Fees for Services	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*continued*

## Coalition Sustainability Checklist – page 2

Criteria	Yes!	Sort of	No!	????
<b>Element 4: Solid infrastructure</b>				
Job descriptions for all roles created by the coalition are written	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Members agree on the expectations for active membership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Objectives and authority of each committee/workgroup are established	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meetings held regularly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Agenda is used – distributed before the meeting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting kept on track/minutes recorded	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
E-mail lists, on-line groups, blogs, etc. keep information flowing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Contact made with reporter/editor at your local papers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Meeting minutes, agendas and other information available	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Responsibility for fiscal accounting, 501(c)(3) status, insurance etc. is clear	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Element 5: A clear focus on the coalition's goals</b>				
Coalition has clear statements of:				
• Vision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Mission	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Specific goals and objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vision, Mission, goals and objectives are clearly communicated to:				
• All coalition members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Community leaders	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Partner organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

*continued*

## Coalition Sustainability Checklist – page 3

Criteria	Yes!	Sort of	No!	????
<b>Element 6:</b> Address problems the community cares about and demonstrate results				
Community is informed about substance abuse problems and issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition has a process in place to monitor community priorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Community is aware of what the coalition and its partners are doing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition shares result/outcomes from the coalition and partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Element 7:</b> Comprehensive coalition planning				
Specific action plan developed for:				
• Availability of short-term funding and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Communications/marketing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Evaluation and data collection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Training and technical assistance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Fund raising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Administration and Operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Program/strategy implementation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Strategic planning process	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>Element 8:</b> Ability to adapt to changing community needs				
Coalition collects information to identify changes in the community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition modifies strategies and procedures as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition actively seeks new partnerships	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Training/coaching is provided to coalition members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Coalition seeks and receives technical assistance as needed	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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## Coalition Sustainability Checklist – page 4

What three items need to be addressed first?

1.

2.

3.

What additional information is needed?

Comments:

Source: Community Anti-Drug Coalitions of America (CADCA)

## Developing a Vision Statement Exercise: Dare to Dream

Imagine that 10 years from now, your coalition appears in the front page headlines of the local newspaper. What does the headline say? What great achievement warrants front-page news? What is true about your community that was not true ten years earlier?

This image shows a single sheet of cream-colored paper with horizontal blue or grey ruling lines, typical of notebook paper. The lines are evenly spaced and run across the width of the page. There is no handwriting or other markings on the paper.

Now, summarize the headline in a word, phrase or short statement.

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Discuss options until everyone agrees with the statement or idea. Write that option here.

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Congratulations! You've just developed your vision statement.

Vision Statement Review Exercise

Whenever you revise or review your strategic plan consider the following questions:

Does your vision statement reflect your organization’s key values at the present time?

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What additional values would you like your organization to adopt?

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How would you propose incorporating these additional values into your vision statement?

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## Developing a Mission Statement Exercise

First - Use the answers to the following questions as a guide for drafting an appropriate mission statement for the coalition. Involve as many members as possible, working in small groups if necessary.

1. What do you hope to accomplish as a result of the coalition's efforts?

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2. Who will benefit from the efforts of the membership?

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3. How will we accomplish/achieve this?

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Then - Weave together the responses from these questions into a single statement. The mission of the coalition is:

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Evaluate the statement:	Yes	No	Some- what
a. Is the statement realistic?			
b. Is the statement clear and concise?			
c. Does it reflect the coalition's values and beliefs?			
d. Does the statement demonstrate a commitment to the public good?			
e. Is the statement powerful?			

## Does your current mission statement answer the following questions?

**If so, please propose changes:**