



Developing Effective Business Strategies to Foster Community Change for the Long Haul

WEBINAR WEDNESDAY

with

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cadca.org

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Learning Objectives

1. Recognize that effective and sustainable coalitions operate like a business
2. Explore best practices for coalition businesses
3. Analyze current coalition position and identify a plan for improvement



Building Drug-Free Communities

cadca.org

HELP US
TRANSFORM
COMMUNITIES

INVEST IN
DRUG USE
PREVENTION

CADCA

HELP US
TRANSFORM
COMMUNITIES

INVEST IN
UNDERAGE DRINKING
PREVENTION

CADCA

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**“I want you to find a bold and innovative way
to do everything exactly the same way
it’s been done for 25 years!”**

Strong Nonprofits

Effective management

Strategically deployed resources

Accountability techniques

Internal controls

Assemble the right leaders

Help gain:

- Market respect

- Donor confidence

- Public support

Poll

Which best describes you?

Coalition staff

Coalition volunteer

Business professional

Purpose

1. Why does your coalition exist?

Coalition Purpose

Address social burden

Sustain efforts to ensure effectiveness for the long haul

Purpose

2. What is your coalition selling?

Coalition Positioning

1. Benchmark/Market research (identify the coalition's niche)
2. Create infrastructure that supports growth
3. Tell your coalition's story
4. Brand your image
5. Be accountable

Identify the Niche

3. What do you aim to do?
4. What is your competition?

Create Infrastructure

1. Policies & Procedures
2. Bylaws
3. Written job descriptions (staff and volunteers)
4. Organizational chart
5. Accounting system
6. Mission statement
7. Logic model
8. Evaluation plan
9. Strategic plan
10. State charter/501c3 OR clear MOU with fiscal agent

Infrastructure Support

Need templates or resources?

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Activity 1

Enterprise Planning

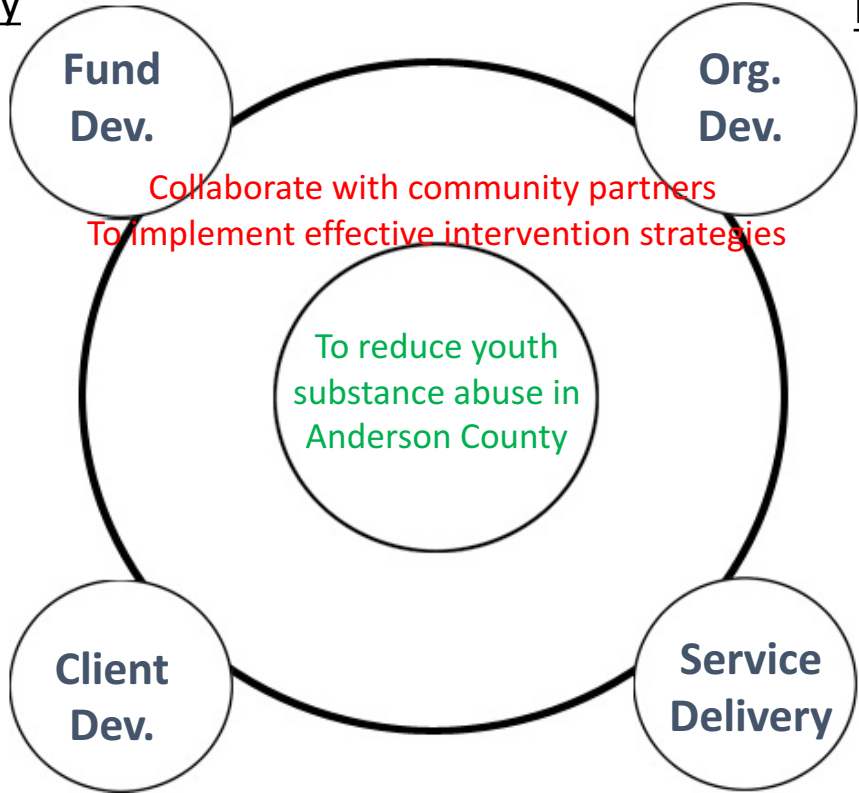
Establish partnership with County government

Provide training for board members

Need to Do

Ally of the Year
Red Ribbon Rivalry
Demolition Derby

Staff Development
Leadership Training
Financial Management
Training



Civic org presentations
Chamber memberships
Community involvement

RBS Training
DFW Training
Rx disposal/lock boxes

Reach out to Oak Ridge industrial community

Establish sustainable medication incineration plan

Need to Do



DEBRIEF

Tell your Story

What is your bait?

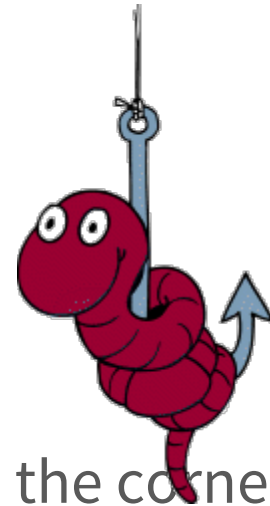
What is your story?

Everyone TELLS it; Everyone SELLS it!

Coalition Activity

Create your coalition's elevator speech

1. Hook
2. Facts
3. Value-added point-of-view
4. Recommendation
5. Second order effects (help people see around the corner)
6. Bait



Example

1. **Hook:** Did you know underage drinking is a significant problem in our community?
2. **Facts:** 43% of our high school students report using alcohol in the past 30 days and retail compliance is only 49%.
3. **Value-added point-of-view:** Research indicates that reducing underage drinking not only saves lives and reduces negative consequences, but also helps improve academic performance and wellness.
4. **Recommendation:** By working with parents and businesses to increase compliance with underage drinking laws and decrease access to alcohol, as a community, we can reduce underage drinking.
5. **Second order effects:** (help people see around the corner) We will also affect risky sexual behavior, alcohol-related crashes, academic performance and student wellness.
6. **Bait:** (what's in it for me?) By partnering with our coalition, your business can get positive recognition for responsible practices and we will give you free resources.

Brand the Image

What are current perceptions of the coalition?

Activity 3

1. What is your competition?
2. What is your coalition's social mention?
socialmention.com

Be Accountable

Financial reporting/monitoring

Programmatic reporting/monitoring

Separation of duties

Be Accountable

Financial reporting/monitoring

Working from an established budget

Interpreting Profit & Loss Statements

Profit & Loss Statement

Includes revenues and expenses

Allows grant-funded agencies to keep track of funds expended and funds available

Provides comprehensive report for board/stakeholders

Prevention Expenditures

Prevention County Coalition						
Profit & Loss by Class						
October 2013 through September 2014						
Cash Basis						
	DFC Grant	General Fund	SPF Grant	State of Flux Grant	STOP Act Grant	TOTAL
Income						
Contributions	\$0.00	\$2,377.00	\$0.00	\$0.00	\$0.00	\$2,377.00
Grants	\$104,902.24	\$0.00	\$55,745.42	\$59,576.53	\$52,482.57	\$272,706.76
Total Income	\$104,902.24	\$2,377.00	\$55,745.42	\$59,576.53	\$52,482.57	\$275,083.76
Expense						
Payroll	\$64,833.00	\$0.00	\$32,538.00	\$36,413.40	\$38,997.00	\$172,781.40
Fringe	\$10,200.00	\$0.00	\$8,100.00	\$8,352.00	\$8,520.00	\$35,172.00
Contract	\$14,225.00	\$0.00	\$1,375.00	\$275.00	\$1,000.00	\$16,875.00
Operations	\$6,394.72	\$0.00	\$2,418.56	\$5,490.20	\$237.00	\$14,540.48
Occupancy	\$3,000.00	\$0.00	\$3,000.00	\$3,000.00	\$3,000.00	\$12,000.00
Travel	\$4,749.52	\$0.00	\$2,713.86	\$2,545.93	\$728.57	\$10,737.88
Other	\$1,500.00	\$0.00	\$5,600.00	\$3,500.00	\$0.00	\$10,600.00
Total Expense	\$104,902.24	\$0.00	\$55,745.42	\$59,576.53	\$52,482.57	\$272,706.76
Net Income	\$0.00	\$2,377.00	\$0.00	\$0.00	\$0.00	\$2,377.00

Be Accountable

Financial reporting/monitoring

Programmatic reporting/monitoring

- Comprehensive evaluation

- Reporting to funders

- Reporting to stakeholders

Activity 5

1. To whom are you accountable?
What do they care about?
2. For what are you accountable?
Who is watching?

Turn the Table

Do you donate to a charity?

Why?

What do they do that makes you want to support them?

How do they solicit your help?

Turn the Table 2

How can you make that applicable to your coalition?

Recruitment of volunteers

Solicitation of donations

Make the Ask



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Best Practices for Building Solid Business Operations

1. Set team expectations
2. Manage without ego
3. Have a clear process
4. Create a foolproof foundation
5. Solicit feedback from your team
6. Keep operations transparent
7. Document process
8. Build for the future
9. Keep the 3 P's in mind (Process/People/Product)
10. Make data-driven decisions
11. Choose the right people
12. Provide excellent customer service
13. Own the operation from start to finish
14. Be an effective leader

1. Set team expectations

Make sure stakeholders know of expectations

Allow them to help create expectations

Make sure they know what happens when expectations are not met

Celebrate milestones when expectations are met and exceeded

2. Manage without ego

Create a healthy and productive work environment

- Give credit where credit is due

- Recognize accomplishments

Be aware of office dynamic

Build a team around you to compliment you and your style

- Fill in gaps by hiring people who excel in that area

- Staff work like their boss/supervisor

3. Have a clear process

Identify a process that works for your office environment

- Increase efficiency

- Outline expectations

- Maintain oversight

- Identify areas of weakness

- Celebrate accomplishments

4. Create a foolproof foundation

Create a strong business foundation

Create a strong team

Based on your strengths/weaknesses

Based on workability with your management style

Staff

Volunteers

5. Solicit feedback from your team

Engage staff like you engage coalition members

Team members may have a different perspective than you

- Ask for their feedback

- Address inefficiencies

- Identify opportunities for improvement

6. Keep operations transparent

Allow for cross-check

Break down silos



7. Document your process

Provide documentation to stakeholders on activities

Reduces reliance on ONE person

Reduces repeating the same mistake

8. Build for the future

Look ahead to forecast needs in advance

Effective businesses plan in advance and anticipate future needs

9. Keep the 3 P's in mind

People

Customers/Stakeholders/Employees/You

Product

What do you offer?

Product/Service/Content

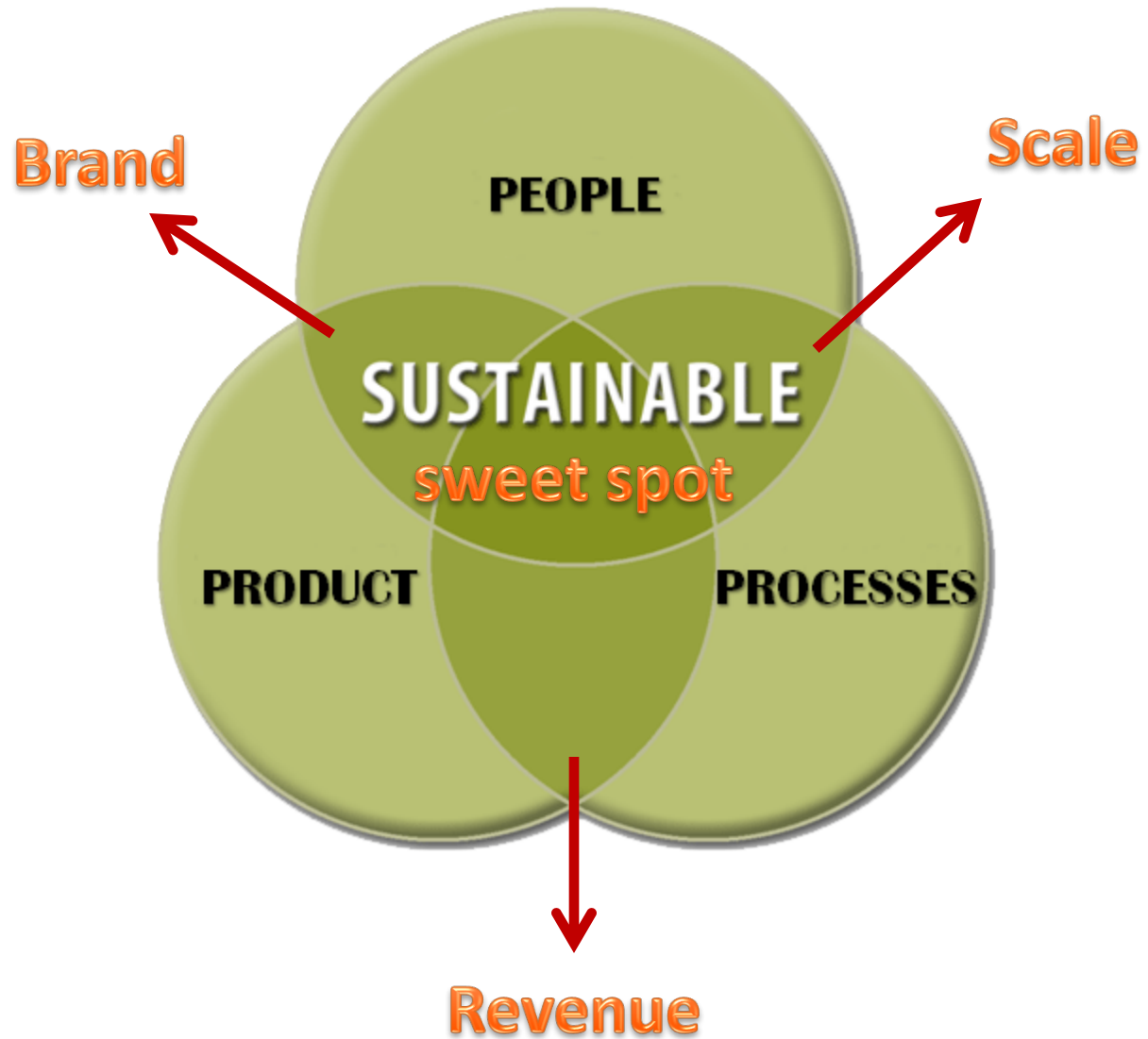
Process

Systems to maximize:

Productivity

Organization

Delegation



10. Make data-driven decisions

Gives you permission to say “No”

Are you busy or effective?

Should not be an afterthought

Which area should you focus on to achieve the best results?

What will you do next week to improve that?

11. Choose the right people

No person is the best at everything

Choose the right person for the right role to they do not do tasks they resent

Focus less on coaching weakness but leverage strengths and passion

12. Provide excellent customer service

How you handle volunteers and community stakeholders affects your reputation

- Political affiliations

- Reputation affects capacity

- Capacity affects growth

- Growth affects effectiveness

13. Own the operation from start to finish

Enlist people to help

Allow them to take on ownership

Be willing to let go to institutionalize the effort

14. Be an admired leader

Dr. Grady Bogue

Leadership is the conceptual and moral art form of inspiring and facilitating the actions of others in identification of shared purpose and in assessment of individual and institutional performance.

Balance of tell-and-compel and inquire-and-inspire

Leaders are willing to do what they urge others to do

What Nonprofits Can Take From Business

Forbes Magazine

Strong, well-run nonprofit organizations have adopted many best practices from business

Good management and strategically deployed resources help gain market respect, donor confidence, and public support

Dan Ehrenkrantz. Forbes. *Why You Should Run Your Business Like a Nonprofit*. 2/26/14.

What Business Can Take From Nonprofits

Forbes Magazine

Identify and serve an irresistible mission that emphasizes a higher purpose

Cultivate passionate employees

Keep customers/volunteers engaged and loyal

Focus on the mission, not the money

Treat employees like volunteers

Treat customers like donors

Dan Ehrenkrantz. Forbes. *Why You Should Run Your Business Like a Nonprofit*. 2/26/14.

Value Added

Be able to clearly articulate ROI



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