

# Handouts

## Recruiting, Engaging & Retaining Coalition Members



**NCIC Conference  
Indianapolis, IN  
May 26, 2016**

**Fran Butterfoss PhD**



**CoalitionsWork™**

1109 Moore House Road  
Yorktown, Virginia 23690  
757-898-7454

[fran.butterfoss@coalitionswork.com](mailto:fran.butterfoss@coalitionswork.com)  
<http://www.coalitionswork.com/>

## Top Ten Tips for Inclusive Engagement

Published By Betsy Rosenbluth Jan. 24, 2014 <http://www.orton.org/blog/top-ten-tips-inclusive-engagem>

**1. There's no such thing as the "general public".** Learn who your community is (demographics, stakeholders, and networks) and how residents get their information. This knowledge is vital to designing effective community engagement and communication activities about your effort. Identify the key connectors who can help you reach these groups. At the same time, remember that no one person speaks for an entire group.

**2. Keep your "promise" to community members.** Be clear about how resident input will be used (i.e. how much influence they will actually have). Be transparent about how residents' input is used and what actions will result.

**3. Go to the people.** Change up how you gather community input. Go where people hang out, whether it's physical gathering spaces, like a coffee shop or a brew pub, the senior center or a little league game, even online spaces.

**4. Spread the word.** Create a communications plan that includes project branding, messaging, and tactics for persuasively talking about your project. Use communication channels and messengers that have connections with who you are trying to reach.

**5. Ask for people's personal stories.** To draw in new voices, the Foundation begins Heart & Soul projects by gathering people's stories about their town. Stories allow folks to express their experiences and opinions in their own words, without needing to understand planning or technical jargon. You'll hear from people you wouldn't have otherwise, and build new bridges and relationships through the process.

**6. Understand the power dynamics.** Be sensitive to parts of your population who may be uncomfortable participating (e.g. newcomers who come from a culture where participation was unsafe, people whose views have been marginalized in past community efforts). Find a safe way to talk with those groups about their concerns regarding participation and let them tell you how best to engage them.

**7. Engage in their interests.** For some groups you may have to participate in something that matters to them first to make a connection.

**8. Think about the details.** When hosting a community event, think through how you can make it more inclusive. Carefully consider the most convenient timing and location depending on whom you're looking to engage. Provide childcare so young families can attend. Make sure to offer food. And consider transportation needs and whether a translator or facilitator could make a difference.

**9. Use technology...if it's a fit.** There are many great new ways to engage people, such as online forums, cell phone voting, and social media. These tools can help make your efforts more inclusive if they are a fit with the crowd you are trying to reach. While not everyone has computer access, many more people have smart phones. But remember, good, old word of mouth and personal connections are still the best ways to get people to participate.

**10. Make it fun!**

When bringing people together for any meaningful discussion you are also creating the potential for a community building moment. Include lots of activities that make yours a real community event (e.g. local music and food, potlucks, poetry slams, and art exhibits).

# The 10 National Standards for Community Engagement

---

Scottish Community Development Center <http://www.scdc.org.uk/what/national-standards/10-national-standards/>

## **The Involvement Standard**

We will identify and involve the people and organizations with an interest in the focus of the engagement.

## **The Support Standard**

We will identify and overcome any barriers to involvement.

## **The Planning Standard**

We will gather evidence of the needs and available resources and use this to agree the purpose, scope and timescale of the engagement and the actions to be taken.

## **The Methods Standard**

We will agree the use methods of engagement that are fit for purpose.

## **The Working Together Standard**

We will agree and use clear procedures to enable the participants to work with one another efficiently and effectively.

## **The Sharing Information Standard**

We will ensure necessary information is communicated between the participants.

## **The Working With Others Standard**

We will work effectively with others with an interest in the engagement.

## **The Improvement Standard**

We will develop actively the skills, knowledge and confidence of all the participants.

## **The Feedback Standard**

We will feedback the results of the engagement to the wider community and agencies affected.

## **The Monitoring and Evaluation Standard**

We will monitor and evaluate whether the engagement meets its purposes and the national standards for community engagement.

## COALITION MEMBERSHIP GAP ANALYSIS

- 1) Update and access your roster of members
- 2) Decide what community sectors you intend to engage:
  - a. Health/Medical
  - b. Government/Legislative
  - c. Business/Labor/Employment
  - d. Religious/Faith-based
  - e. Local Community
  - f. Recreational Organizations/Facilities
  - g. Nutrition/Food Services
  - h. Family/Children/Youth/Elderly
  - i. Health Advocacy/Medical Issues
  - j. Professional/Trade Associations
  - k. 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 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 for the sparse categories. 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 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, volunteers 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!

## BUDDY PROGRAM FOR MEMBER RECRUITMENT

- 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 Director.
- 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, by-laws, 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.

## **MEMBER ORIENTATION PACKET**

The packet may be contained in a simple 2-pocket folder or be contained virtually on your website (with pages that actually turn).

- ✓ Coalition History
- ✓ Coalition Vision, Mission & Goals
- ✓ Organizational Chart
- ✓ Bylaws (and/or Coalition Guidelines/Principles)
- ✓ Roster of Members
- ✓ Steering Committee & Work Group Members
- ✓ Minutes of Recent General Coalition Meeting
- ✓ Annual Meeting & Events Calendar
- ✓ Newspaper Article or Success Story
- ✓ Sample Coalition Product (educational or advocacy tool)

## SIX R'S OF PARTICIPATION

### Involving & Mobilizing Coalition Members

By understanding why community members participate in a coalition, you can develop strategies to ensure their inclusion. Prospective members expect to have certain roles and kinds of power. Why would someone want to be involved in your coalition? What are the benefits? Your coalition will succeed when it meets the needs of your members by heeding the *Six R's of Participation* that follow.”

**1. Recognition.** People want to be recognized for their leadership. We all want to be known, initially by the members of our own group and then by others, for our contributions to a better quality of life.

**Tip:** Recognize member contributions through awards, dinners, and at public events.

**2. Respect.** Everyone wants respect. By joining in community activities we seek the respect of our peers. People often find that their values, culture, or traditions are not respected in the workplace or community, so they seek recognition and respect for themselves and their values by joining organizations and coalitions.

**Tips:** Don't schedule all of your planning meetings during regular working hours; meet in the evenings and provide dinner/childcare. Translate materials into languages for non-English speaking members and provide translators.

**3. Role.** We all like to feel needed; we want to belong to a group in which our unique contribution is appreciated. Groups must find a role for everyone if they expect to maintain a membership.

**Tip:** Grassroots leaders and members may have experienced being “tokens” on coalitions. Create roles with real power and substance.

**4. Relationship.** Organizations are networks of relationships; often a personal invitation convinces someone to join. People may sign up for private reasons (say, to make new friends) and for public reasons as well (to broaden a base of support or influence, for example). People may also join to get connected to “power player” in your coalition. Organizations draw us into a wider context of community relationships that encourage accountability, mutual support, and responsibility.

**Tip:** Provide real opportunities for networking with other institutions and leaders.

**5. Reward.** Organizations and coalitions keep members and attract new ones when the rewards of membership outweigh the costs. Not everyone is looking for the same kind of rewards. To sustain members' role in your coalition, try to identify their interests and find out what public and private rewards suit them.

**Tip:** Schedule social time and interaction into the agenda of the coalition so families can participate. Make sure there is an ongoing way to share resources and information, including funding opportunities and access to people in power.

**6. Results.** Nothing works like results! An organization that cannot deliver the goods will not continue to attract people/resources. Build in short-term successes to your work.

**Tip:** For many grassroots leaders and residents, visible projects and activities that directly affect conditions in their communities are the results they want in return for their participation.

**Developed by Ira Resnick; adapted by Gillian Kaye, AHEC Community Partners, 1995.**

## **SIX "R'S" OF PARTICIPATION WORKSHEET**

### **1. RECOGNITION**

<b>What do we do now?</b>	<b>What could we do?</b>
---------------------------	--------------------------

### **2. RESPECT**

<b>What do we do now?</b>	<b>What could we do?</b>
---------------------------	--------------------------

### **3. ROLE**

<b>What do we do now?</b>	<b>What could we do?</b>
---------------------------	--------------------------

### **4. RELATIONSHIP**

<b>What do we do now?</b>	<b>What could we do?</b>
---------------------------	--------------------------

### **5. REWARD**

<b>What do we do now?</b>	<b>What could we do?</b>
---------------------------	--------------------------

### **6. RESULTS**

<b>What do we do now?</b>	<b>What could we do?</b>
---------------------------	--------------------------

Adapted from Kaye & Wolfe, 1995