



re:TH!NK, Winnebago's Healthy Living Partnership Organizational Guidance Document

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1) Vision and Mission

- a) Vision: A community that engages and empowers all residents to live a safe and healthy lifestyle.
- b) Mission: Through effective community collaboration, we create an environment that enables healthy lifestyle choices and deters substance abuse in order to improve the quality of life for all Winnebago County residents.

2) Structure of the Coalition

- a) Name: The official name of the coalition is "re:TH!NK, Winnebago's Healthy Living Partnership." Another acceptable way to refer to the coalition is "re:TH!NK." The logo and tagline are both trademarked (Reg. No. 4,232,749). The coalition should not be referred to as "the re:TH!NK coalition." All references made in this guidance document to "the coalition" will be assumed to be about "re:TH!NK" unless otherwise stated.
- b) Location: The coalition office is located in the Winnebago County Health Department, 112 Otter Avenue, Oshkosh, WI 54901.
- c) Contact Information:
 - i) Mailing address: 112 Otter Ave., PO Box 2808, Oshkosh WI 54903-2808
 - ii) Phone number: 920-232-3000
 - iii) Fax number: 920-232-3370
 - iv) Email: rethink@co.winnebago.wi.us
 - v) Website: <http://www.rethinkwinnebago.org>
 - vi) Blog: <http://rethinkwinnebago.blogspot.com/>
 - vii) Twitter username: @rethinkwinnebago <http://twitter.com/rethinkwinnebago>
 - viii) Facebook page: <http://www.facebook.com/reTHINKwinnebago>
 - ix) YouTube channel: <http://www.youtube.com/rethinkwinnebago>
- d) Sphere of Influence: Input from the community and the fiscal agent guide and govern the majority of what the coalition focuses on and where their efforts take place. State and national data, evidence-based best-practices and the local Community Health Improvement Plan create the foundation for coalition activities. Funding sources and needs are also considered. Coalition work and activities are focused generally in all of Winnebago County. The focus of specific efforts differs slightly depending on specific funding sources (grants) and/or committee/coalition action plans.
- e) Organizational and Structure Chart(s): See additional documents.

3) Definitions

- a) Action Committee: Committees that focus on specific initiatives related to funding source requirements, specific action plans, and/or community wants and needs.

- b) Action Plan: Guidance document created by grantors, committee Members and/or Coalition Coordinator(s) to assist committees in completing their specific objectives. Action plans include details about strategies and activities that the committee and its members focus on. Committee-created Action Plans are approved by Committee Members with input from the Leadership Committee.
- c) Coalition Coordinator: Oversees the activity of the entire coalition. Facilitates and chairs Leadership Committee meetings. The Coalition Coordinator(s) may or may not be Staff.
- d) Committee: Sub-groups of the larger coalition that allows Partners and general community members ways to participate in an area of interest and/or skill set. There are two types of Committees: Action and Support. Each committee ideally has two leaders, a Chair and a Co-Chair.
- e) Committee Affiliate: Partners not involved at the Member or Workgroup level, but interested in a specific Committee's initiatives and may become involved sometime in the future.
- f) Committee Chair: Committee Member or Public Health Liaison that leads Committee initiatives, plans Committee meeting agendas, facilitates Committee meetings, and reports recent Committee activity at Leadership Committee meetings. Committee Chairs are members of the Leadership Committee.
- g) Committee Co-Chair: Committee Member or Public Health Liaison that assists a Committee Chair with his/her duties as needed and responds to needs of Committee itself. Committee Co-Chairs are members of the Leadership Committee.
- h) Committee Member: Regularly attends committee meetings and actively participates in the progress of coalition/committee objectives. (Active participation is defined as regularly attending committee meetings and actively engaging in the implementation/completion of committee activities and tasks.) Committee members are allowed to vote on items at committee meetings. Committee members are approved by the Leadership Committee.
- i) Community Health Improvement Plan (CHIP): A multi-year plan created to identify, prioritize and take action on identified community health needs. The CHIP was developed by the City of Oshkosh Health Services Division, the Winnebago County Health Department and the citizens of the City of Oshkosh and County of Winnebago. The 5-year CHIP was developed in 2009.
- j) Drug-Free Communities Support Program (DFC): A program maintained by the White House Office of National Drug Control Policy (ONDCP) in partnership with the Substance Abuse and Mental Health Services Administration (SAMHSA). The DFC provides the funding necessary for communities to identify and respond to local substance use problems. The Winnebago County Health Department began receiving DFC funding in September 2008. For more information go to: <http://www.ondcp.gov/dfc/overview.html>
- k) Fiscal Agent: The Winnebago County Health Department is the Fiscal Agent of the coalition.
- l) General Affiliate: Community members who support the coalition initiatives but are not actively involved at the present time.
- m) General Coalition: All Partners of re:TH!NK, including Coalition Coordinator(s) and/or Staff.
- n) Leadership Committee (LC): A group of Partners that works with the Coalition Coordinator(s) to help direct the coalition's activities. Leadership Committee members include Chairs and Co-Chairs of the Action and Support Committees, a representative of the Fiscal Agent, and an "LC member-at-large" (if available).
- o) Multi-Jurisdictional Coalition (MJC): A coalition that consists of at least three health department jurisdictions that focuses on engaging their community in activities and advocacy in order to reduce death and disease caused by tobacco use and exposure to second-hand smoke. MJCs were created after a restructuring of TPCP (w) priorities and a significant cut to the TPCP budget.

- p) Organizational Partner: Organizations, agencies or groups that commit to the coalition through a signed agreement that specifies their commitment to the coalition's goals. Organizational members are requested to designate at least one person to actively participate in the coalition's initiatives. Organizational members are listed on the coalition's website.
- q) Partner: Individuals, agencies, groups, businesses or organizations that are connected to or involved with the coalition. Types of Partners are: Committee Members (h), Organizational Partners (p), Workgroup Members (z), Committee Affiliates (e), Sponsors (t), and General Affiliates (l). Partners complete and sign a Partner Agreement Form annually.
- r) Partner Agreement Form (PAF): Document completed by all re:TH!NK Partners expressing their commitment level for the upcoming year. The PAF should be signed and returned to coalition staff to maintain a currently list of partnership, level of involvement, and voting rights.
- s) Public Health Liaison: Health Department staff member that assists Committee Chair(s) with duties as needed and responds to needs of Committee itself. A Public Health Liaison may assume a Chair or Co-Chair role if no Committee Member is identified. In the event of a vacant Public Health Liaison, the Health Department has the option to appoint a staff person to the role.
- t) Sponsor: re:TH!NK Partners that offer financial or in-kind support to the coalition.
- u) Staff: Employee of the Health Department whose main role is coordinating re:TH!NK, Winnebago's Healthy Living Partnership.
- v) Support Committee: Committees that assist the Action Committees and the entire coalition.
- w) Tobacco Prevention and Control Program (TPCP): A program maintained by the WI Department of Health Services that provides funding to local coalitions working to prevent and reduce the death, disease, and health care costs caused by tobacco use. The Winnebago County Health Department began receiving TPCP funding in January 2001. For more information go to: <http://www.dhs.wisconsin.gov/tobacco/index.htm>
- x) Transform WI Project (aka Community Transformation Grant or CTG): A project of the WI Clearinghouse for Prevention Resources, part of University Health Services at UW Madison funded through the CDC CTG Program. The Winnebago County Health Department began receiving funding from Transform WI in August 2012. For more information go to: <http://www.cdc.gov/communitytransformation/> or <http://www.wiclearinghouse.org/transformation-project.html>
- y) Workgroups: Smaller groups created by the Members of a Committee or Coalition Coordinator(s) to focus on one specific action item of a committee or coalition/community initiative.
- z) Workgroup Member: Actively participates in a specific initiative or project related to the coalition's priorities

4) Budget and Finance

- a) Revenue: Monies acquired by the coalition will be handled by and subject to the policies and procedures of the Fiscal Agent. The Leadership Committee will have input on the use of revenues.
- b) Expenditures: Monies distributed or used by the coalition will be subject to the policies and procedures of the Fiscal Agent and restrictions outlined in the funding source (grant). The Leadership Committee will have input on the use or distribution of funds

5) General Coalition

- a) Partnership Levels (see also "Section 3) Definitions"):
 - i) Committee Members

- ii) Organizational Partners
 - iii) Workgroup Members
 - iv) Committee Affiliates
 - v) Sponsors
 - vi) General Affiliates
- b) Representation (Sectors): The coalition seeks participation and partners from youth, parents, media, law enforcement, school officials, faith-based organizations, fraternal organizations, State, local and tribal government agencies, healthcare professionals, and other community members who live and/or work in Winnebago County.
 - c) Meetings/Workshops: General coalition meetings (or workshops) are held quarterly. Dates and times are posted on the coalition’s website and communicated to all coalition partners prior to the meeting. General coalition meetings are open to anyone interested in re:TH!NK’s activities.
 - d) Agendas and Minutes: Meetings will be posted on the coalition website at least one week prior to general coalition meetings and communicated to coalition partners. Minutes will be taken at general coalition meetings and reviewed by the Leadership Committee. Minutes will be posted on the coalition’s website one week after a general coalition meeting and communicated to all coalition partners. Members can communicate modifications to the minutes to the Coalition Coordinator or designee. Minutes will be considered final 10 business days after a meeting.
 - e) Voting: Voting is not conducted at general coalition meetings. Voting is conducted at the Leadership Committee level or Action/Support Committee level. *(See 6)a.iv and 6)b.iv).*

6) Committees

- a) Action Committees
 - i) Leadership/Governance: Committees are organized and facilitated by Committee Chairs and Co-Chairs. A volunteer must be a Committee Member for a minimum of 6 months before seeking a Chair or Co-Chair position. Chairs keep the committee on task (following its action plan) and obtain training and/or technical assistance when needed. Chairs and/or Co-Chairs are responsible for communicating to the Coalition Coordinator, its membership, and the general coalition the Committee’s progress on its objectives. *See “re:TH!NK Leadership Positions: Roles & Responsibilities” document for further detail.*
 - ii) Duties: Action Committees develop and follow long-term action plans with guidance from the Coalition Coordinator(s). Committee members are responsible for completing strategies and activities outlined in the action plan and can create project or work groups as needed to accomplish its goals. Committee members can engage other coalition Partners and community member in committee activities.
 - iii) Meetings: Action Committees meet as needed. Meetings are open to all coalition partners and the general public. Dates and times of meetings will be posted on the coalition website. Meeting minutes are communicated to the committee members by the Chair, Co-Chair or designee.
 - iv) Voting: Roberts Rules of Order are generally followed when voting on an item. Only Committee Members (3,h) are allowed to vote on items requiring action at committee meetings. These items could include but are not limited to: Chair/Co-Chair assignments and action plan objectives and activities. A vote carries with a majority approval of those with voting rights present at the committee meeting. Committee Members unable to attend a committee meeting when a vote is taking place may contact the Chair to cast their vote prior to the beginning of committee meeting. If

business of the committee requires action prior to the next scheduled committee meeting, the Chair or designee may execute an electronic vote extending to all Committee Members.

b) Support Committees

- i) Leadership/Governance: Committees are organized and facilitated by Committee Chairs and Co-Chairs. A volunteer must be a Committee Member for a minimum of 6 months before seeking a Chair or Co-Chair position. Chairs keep the committee on task (following its action plan) and obtain training and/or technical assistance when needed. Chairs and/or Co-Chairs are responsible for communicating to the Coalition Coordinator, its membership, and the general coalition the Committee's progress on its objectives. See *"re:TH!NK Leadership Positions: Roles & Responsibilities"* document for further detail.
- ii) Duties: Assist Action Committees with their objectives, strategies and activities with guidance from the Coalition Coordinator(s). Support Committees can create project or work groups as needed to assist Action Committees or the entire coalition. Committee members are encouraged to engage other coalition partners and community members in committee activities.
- iii) Meetings: Support Committees meet as needed. Meetings are open to all coalition partners and the general public. Dates and times of meetings will be posted on the coalition website. Meeting minutes are communicated to the committee members by the Co-Chair or designee.
- iv) Voting: Roberts Rules of Order are generally followed when voting on an item. Only Committee Members (3,h) are allowed to vote on items requiring action at committee meetings. These items could include but are not limited to: Chair/Co-Chair assignments and action plan objectives and activities. A vote carries with a majority approval of those with voting rights present at the committee meeting. Committee Members unable to attend a committee meeting when a vote is taking place may contact the Chair to cast their vote prior to the beginning of committee meeting. If business of the committee requires action prior to the next scheduled committee meeting, the Chair or designee may execute an electronic vote extending to all Committee Members.

v)

c) Leadership Committee (LC)

- i) Purpose: The Leadership Committee makes decisions about the direction of the coalition, shares and coordinates resources and knowledge between Action and Support Committees, and actively builds leaders within the coalition's Partners. Members of the LC represent their Committee at LC meetings and in decisions made.
- ii) Meetings: The Leadership Committee meets monthly or as needed. LC meetings are for LC members (see "Membership" below) and are open to the public. Agendas are created with input from LC members and communicated to the LC by the Coalition Coordinator(s) or designee.
- iii) Membership: The LC consists of Committee Chairs, Committee Co-Chairs, Coalition Coordinator(s) and a representative of the Fiscal Agent. The LC can decide to include a community representative, "LC member at-large," as part of the Leadership Committee. Inclusion of an "LC member at-large" is decided upon by an LC vote. Public Health Liaisons are not considered members of the LC unless they are serving as a Chair or Co-Chair but are welcome to attend LC meetings.
- iv) Roles: A "Leadership Positions: Roles & Responsibilities" document will be maintained and voted upon by the LC.
- v) Decision-Making: Items that the Leadership Committee has power to vote upon can include but is not limited to: Approval of action plans, (non-LC) committee members, events, projects or workgroups, Prioritization of coalition initiatives, Partnering with community members, Use of

unrestricted funds, Funding of coalition awards or sponsorship, Drafting of letters of support or recommendation, Policies to pursue, and Media releases. The Leadership Committee can also make decisions that Committee Chairs or Committees do not think they can or should decide alone.

- vi) Voting: Roberts Rules of Order are generally followed when voting on an item. Only Committee Chairs are allowed to vote resulting in one vote from each Committee. Chairs should discuss voting items with Committee Members prior to voting (if possible) and should vote on behalf of the views of his/her Committee. If there is an "LC member at-large" s/he may also vote. Chairs may confer with Co-Chairs and/or Public Health Liaisons when voting. Committee Chairs unable to attend an LC meeting when a vote is taking place may designate their Co-Chair, Public Health Liaison or other Committee Member to take his/her place. If business of the LC requires action prior to the next scheduled LC meeting, the Coalition Coordinator(s) or designee may execute an electronic vote. The Coalition Coordinator(s), Staff and Fiscal Agent representative do not vote. One vote may be cast by the Coalition Coordinator(s) and/or Fiscal Agent in the event of a tie.
- vii) Nomination/Election: Committee Chairs and Co-Chairs are part of the Leadership Committee as part of their duties. Chair candidates can either self-nominate or be nominated by a Committee Member. In the event of more than one nomination, a vote from that Committee with approval from the entire LC will be accepted.
- viii) Term of Service: LC members serve a term of two years. Terms shall be staggered, with no more than 1/3 of memberships' terms expiring at one time in order to maintain integrity of the Leadership Committee. The LC or Coalition Coordinator(s) shall keep a list of term start and end dates.
- ix) Vacancy: In the event of a vacant Committee Chair or Co-Chair position:
 - (1) Ask the other leader if s/he wants to take over that role (unless the other leader is a Public Health Liaison). If not, ask the other Committee Members if anyone wants to take on the role.
 - (2) If no self-nominations, ask for nominations from the Committee Members.
 - (3) If no nominations, ask Committee Members to fill in on specific tasks on a month-by-month or meeting-to-meeting (interim) basis.
 - (4) If no interim volunteers, answer the following questions:
 - (a) Should this committee still continue to be active?
 - (b) Should this committee consider doing a Strategic Recruitment Process (SRP) to acquire more members?
 - (c) What can be eliminated/reduced on the action plan/workload?
 - (d) Is there a Public Health staff that can assist?

Coalition coordinator(s) should be notified if there is a vacancy and can help out with the committee as their workload allows. Two Leadership positions should be maintained by all Committees if possible.

7) Coalition Coordinator(s)

- a) Purpose: Coordinate completion of coalition objectives, strategies and activities through engaging and involving coalition Committees and Partners.
- b) Role and Responsibilities:
 - i) Schedule and facilitate Leadership Committee meetings and general coalition meetings/workshops.
 - ii) Oversee committee action plan activities.
 - iii) Work with Committee Chair(s) to develop annual goals, objectives, action plan activities, budget and evaluation plan.

- iv) Ensure completion of objectives and documentation required by funding sources (grants).
- v) Communicate and articulate the coalition's vision, mission, goals and objectives with community leaders, media, existing and potential coalition partners, and the general community, and build and sustain coalition partnerships within the community.
- vi) Conduct recruitment strategies to grow coalition membership and match current and/or potential Partners with appropriate coalition activities.
- vii) Connect all coalition committees to needed trainings, resources and/or technical assistance.
- viii) Assist Committees and coalition Partners as needed.

8) Maintaining this Document

- a) Amendments: Members of the Leadership Committee can propose changes to this document. The LC may discuss changes with Committee Members and Leadership Committee members. Changes will be voted upon at Leadership Committee meetings with at least one week prior notice via email or other communication method. Changes will be accepted with a majority vote of those with voting privileges (i.e. Committee Chairs). *See Section 6)c.vi for voting protocol.*
- b) Communication: This document will be maintained by the Coalition Coordinator(s), Staff or Fiscal Agent and be made available to coalition partners.