



COLLEGE  
HEALTH CORPS  

---

MN CAMPUS  
COMPACT

## Host Site Request for Proposals

2019-2020

***Letter of Interest (LOI) due via email by Friday, 12/7/18, 5:00 p.m.  
Full Application due Thursday, 1/24/19, 5:00 p.m.***

Please note that this application, and the program itself, is subject to change based on Corporation for National and Community Service funding, policies, and procedures.



# Table of Contents

## Overview

Minnesota Campus Compact .....	3
AmeriCorps VISTA .....	3
The College Health Corps VISTA Program .....	3
Activities and Roles of VISTAs .....	4
Requirements of Host Sites.....	6
Host Site Eligibility and Selection Criteria.....	8

## Application Process

Letter of Interest Instructions .....	9
Application Instructions .....	9

## Timeline

### Letter of Interest in Applying

**December 7, 2018 (5:00 p.m.)**

Informational Webinar for Applicants (*optional*)

December 19, 2018 (10 – 11 a.m.)

### Full Host Site Application due

**January 24, 2019 (5:00 p.m.)**

(*We will send you a unique link to your online application form.*)

Preliminary notice of selection decisions provided to applicants

February 12, 2019

Supervisor Webinar on VISTA Member Selection (*required*)

February 14, 2019 (10:00 -11:00a.m.)

Sites' VISTA position descriptions due

February 28, 2019 (5:00 p.m.)

Host sites recruit, interview and select VISTA members

March 7 – May 30, 2019

All VISTAs selected and approved by MNCC & the CNCS State Office \*

May 25, 2019 (5:00 p.m.)

### VISTAs begin their year of service and Virtual Member Orientation\*

**July 8, 2019 (Tentative)**

*\*Specific dates tentative and subject to change by CNCS*

# Overview

## Minnesota Campus Compact

---

Minnesota Campus Compact (MNCC) is a statewide coalition of colleges and universities committed to educating students and building partnerships to develop creative solutions to society's most pressing issues. MNCC is the intermediary organization between VISTA and College Health Corps host sites. We bring together two-year and four-year, public and private higher education institutions around shared goals of developing informed and active citizens and contributing to healthy, just communities and a thriving democracy. We offer professional development opportunities, facilitation, consulting, publications, grants, awards, and other types of resources that build member institutions' and community organizations' capacity for mutually beneficial partnerships. MNCC is affiliated with the national Campus Compact network, which includes more than 1,000 campuses across the country.

[www.mncampuscompact.org](http://www.mncampuscompact.org)

## AmeriCorps VISTA

---

VISTA stands for Volunteers in Service to America. VISTA was initially founded in 1964 to fight poverty in America and is a federal program. When AmeriCorps was founded in 1993, VISTA was brought under the AmeriCorps program umbrella. VISTA is distinguished from other AmeriCorps programs by its unique focus on supporting capacity-building projects that bring people out of poverty. <https://www.nationalservice.gov/programs/ameriCorps/ameriCorpsvista>

## The College Health Corps VISTA program

---

The College Health Corps (CHC) is a program of Minnesota Campus Compact that exists to advance health equity and improve low-income Minnesotans' health through partnerships between higher education and communities. It started in 2009-10 with 5 VISTAs and has grown to 16 VISTAs in 2018-19. It has been instrumental in deepening and expanding campus and community partner efforts to increase access to health care and food on college campuses and in communities throughout the state. **VISTAs may be based at community organizations or at MNCC member campuses; in either case, they must support partnerships that engage at least one member campus.** (A list of our member campuses is available at

[http://mncampuscompact.org/who-we-are/member-campuses/.](http://mncampuscompact.org/who-we-are/member-campuses/))

Low-income Minnesotans face an array of barriers to equitable health outcomes. Clinical health care is an important part of the health equity equation, as are other social and systemic factors, including food and educational systems. The College Health Corps supports campus and community-based health programs that are culturally relevant and financially within reach, as well as higher education programs that make campuses more student-ready and responsive to low-income students, academically and beyond.

## Activities and Roles of VISTAs

---

### **VISTA Members:**

VISTA members are typically college educated, though they are not required to be, and serve full-time for one year. The Corporation for National and Community Services (CNCS) provides members with a monthly living allowance at the poverty level in their community (approximately \$472 every two weeks for all members in Minnesota) plus an end-of-service award of either \$1,800 cash or an Education Award of \$6,095, which can be used to repay qualified student loans or pay tuition or certain other educational expenses. VISTAs will begin their year of service in early July (dates TBD), 2019 and serve a full 12 months.

### **Duration of Projects:**

VISTA projects are intended to build capacity that is sustained after the project is complete. As such, hosting a VISTA is not meant to be a permanent staffing solution. Organizations effectively utilizing a VISTA may operate a VISTA project for three years, with the possibility of extending into a fourth year if certain criteria are met. VISTA members serve one-year terms, with an option to renew. If selected, your organization would likely host 1 VISTA each year for the duration of the 3-year project.

Host sites may apply for an extension to host a VISTA for a fourth year if they can demonstrate that this will contribute to the sustainability of the project and if the site can fund some or all of the VISTA member's living allowance.

Sites that have already hosted a VISTA for three years through the CHC may also apply to host a VISTA to work on a new and clearly distinct capacity-building VISTA project. In order to be considered, they must fund some or all of the VISTA member's living allowance.

### **College Health Corps Program Goals:**

The purpose of this VISTA program is to increase low-income communities' access to

- **primary and preventative healthcare services;** (including opioid addiction programs)
- **health insurance, health care access and/or health benefits;**
- **health education;**
- **hunger alleviation programs** (community gardens, cooking classes, etc.);
- **emergency food;**
- **non-academic supports** on college and university campuses (housing, transportation, childcare, etc.) aimed at helping low-income students succeed; and/or
- **inclusive environments** on college and university campuses, by addressing race, racism, systems of oppression, and/or bias in higher education, aimed at helping low-income students succeed.

## Activities and Roles of VISTAs, continued

---

### Past CHC VISTA projects have:

- Formed partnerships to open a campus-based Resource and Support Center for low-income students and their families;
- Developed a hospital-based youth violence intervention program;
- Created health education programs for East African women through partnerships with dietician and physical education programs at colleges;
- Launched a social media campaign to raise awareness of breast cancer in Native women;
- Recruited college service-learning classes to work with at-risk youth to design and build a community garden, providing their school and families with fresh produce;
- Developed partnerships to open a free dental clinic for underserved individuals;
- Opened an on-campus food pantry for students experiencing food insecurity;
- Researched models and developed partners for mental health services in a rural immigrant community; and
- Written grant proposals and developed fundraising strategies.

### CHC VISTA's Core Principles include:

- **Anti-Poverty:** VISTA projects support efforts to help individuals and communities out of poverty, not simply make poverty more tolerable. Projects should support long-term solutions rather than short-term services.
- **Health Equity:** CHC VISTA projects focus on advancing equitable health outcomes for people of all racial and cultural backgrounds in Minnesota.
- **Low-Income Student Success:** Higher education sites may focus on supporting low-income student success, if a portion of the project relates directly to health. For example, VISTAs may address housing, transportation, childcare, or racism and bias on campus, if also addressing access to mental health care, healthy food, clinical care, etc.
- **Capacity Building:** We define capacity building as expanding the scale, reach, efficiency, or effectiveness of programs and organizations (e.g., developing and piloting a new volunteer program and writing a training guide, but not managing an existing volunteer program.) Activities may also leverage resources for programs and/or organizations.
- **Sustainability:** VISTAs serve as a short-term resource to help sponsor organizations develop sustainable initiatives that will outlive the VISTA. VISTAs cannot perform direct service, nor fill ongoing staffing needs.
- **Campus-Community Partnership:** CHC VISTAs engage campus-community partnerships as a strategy for advancing their project goals. These partnerships are reciprocal in nature and are recognized as valuable by both the community-based organization and campus. They may engage students, staff, and faculty with community organizations through service-learning, internships, collaborative research projects, trainings, etc. and/or engage institutional resources such as space, equipment, etc. Community organizations may provide services or resources to low-income college students and their families, train campus professionals in culturally appropriate programming, etc.
- **Asset-Based:** VISTA values the inherent strengths and resources of low-income communities and expects communities to be involved in the planning, development, and implementation of VISTA projects.

## Requirements of Host Sites

---

MNCC provides support to VISTAs through quarterly trainings, monthly newsletters, ongoing communication via email, site visits, and coaching. Host sites provide the day-to-day supervision of members and provide additional training and evaluation support. Each host site must appoint one responsible VISTA supervisor. Supervisors have a very strong influence on the success of the VISTA's service year.

### Supervisor Time Commitment

- The supervisor, in most cases, must be a full-time employee with time to supervise and mentor the VISTA, as well as provide regular one-to-one supervision.
- The VISTA supervisor's responsibilities will require 10-15 hours/ month, with some months being more time-intensive than others. The busiest times of year will be February, March, April, and July. These correspond to the VISTA recruitment, selection, and onboarding timeline.
- Supervisors are expected to participate in one full-day of in-person training in July in the Twin Cities with their new VISTA, two webinars in the winter and spring, and two site visits with MNCC staff.
- Additional optional or required meetings may be scheduled if CNCS or MNCC deem them necessary.

In addition to supervision and training of the VISTA, the following are important requirements of host sites and their designated supervisors:

### VISTA Recruitment and Selection

MNCC supports the VISTA recruitment, interview, and selection process by providing relevant materials and templates, and by posting each host site's position on the AmeriCorps website. Host sites are responsible for the other aspects of recruitment, including writing the position description, publicizing the position, reviewing applications, and interviewing and selecting candidates. This process allows sites to identify VISTAs based on the skills, traits, and experiences they consider most important for their specific position, organization, and community. Based on the tentative schedule provided by CNCS, sites will need to select a final VISTA candidate and notify MNCC no later than May 25, 2019; the final approval of the candidate's acceptance as a VISTA will then be made by MNCC and CNCS staff. Any site that does not have a VISTA selected and paperwork completed by the final deadline established by CNCS will lose its VISTA slot for the 2019-20 program year.

### Financial Contribution

Host sites are required to help offset the cost of the CHC program by paying Minnesota Campus Compact an annual VISTA financial contribution. The 2019/20 rate is \$4,500 (affiliate dues for community-based organizations are included).

A host site's financial contributions varies each year based on the based MNCC's costs to operate the program and our financial contribution requirement. Collected funds, outside of the affiliate dues, are used solely toward VISTA project expenses.

## **New Project Cycles and Living Allowance Cost Sharing**

Sites that have already hosted a VISTA for three years through the CHC may apply to host a VISTA to work on a new and clearly distinct capacity-building VISTA project. In such cases, the site should complete the new host site application, rather than the renewal. These sites are also expected to pay the financial contribution and cover the cost of most, if not all, of the VISTA member's living allowance in the second program cycle. (Approximately \$12,311.)

## **Payment Timing**

\$2,250 is due upon selection as a host site in March. The remaining portion of the financial contribution is due when the VISTA begins service in July. The financial contribution is non-refundable if the site is unable to select a VISTA by the CNCS deadline or if the host site or VISTA chooses to terminate the VISTA's service at any point before or during the program year.

## **In-kind Requirements**

In addition to supervision and training, host sites are required to provide their VISTA with:

- ✓ a personal workstation/desk and office supplies
- ✓ access to a computer with current software and an individual internet account
- ✓ technical support for computer
- ✓ a telephone with personal voicemail
- ✓ at least one professional development opportunity
- ✓ reimbursement for local travel necessary for the position
- ✓ parking permit or bus pass if necessary
- ✓ optional, but encouraged: Sites may choose to provide a housing subsidy. Funds must be paid directly to a landlord, not to the VISTA. Grocery store and gas cards are also allowed.

CNCS provides VISTAs with approximately \$472 every two weeks (pre-tax) as a living allowance. This living allowance plus the VISTA's educational award, health benefit, FICA, background checks, and expenses related to the VISTA's pre-service orientation and College Health Corps cohort trainings are paid directly by CNCS and MNCC. Sites able to provide additional support, such as a monthly housing subsidy, may have an advantage in recruiting candidates and make VISTA service more feasible for people from a wider variety of backgrounds and financial circumstances.

## **Reporting**

Host sites will report bi-monthly on progress towards the College Health Corps program goals (listed below), as appropriate to their specific local priorities and activities. Sites are also asked to send a link to an online survey created by MNCC to any students serving with the VISTA's projects, including volunteers, interns, service learners, field education students etc., to capture student impact. In addition to completing written evaluation forms designed to capture community impact through both quantitative information and compelling stories, host sites will participate in two site visits during the program year. MNCC, in turn, reports on program outputs and outcomes to the CNCS state office.

## Host Site Eligibility and Selection Criteria

---

Applications to host a VISTA will be reviewed by the MNCC staff, the CHC Advisory Council, and the Minnesota office of CNCS according to the following criteria:

- Project aligns with one or more CHC program goals.
- Project is focused on capacity building, not direct service or administration of ongoing programs.
- Project is focused on serving low-income populations.
- Campus-community partnership activities are an integral part of the project.
- VISTA Assignment Description (VAD) is actionable and achievable.
- VAD includes a plan to collect data on outputs and outcomes.
- Applying organization has capacity to provide regular, high-quality supervision, professional development opportunities, adequate work space, and other supports to the VISTA member.

### Eligibility Requirements

- Host sites must be public agencies or 501c3 nonprofits.
- Only those higher education institutions that belong to Minnesota Campus Compact (MNCC) are eligible to host a CHC VISTA.
- Community-based host sites must be willing to become an MNCC affiliate and the designated campus partner must be an MNCC member.
- Sites must be able to make the required financial contribution.
- Returning sites must demonstrate success in hosting a VISTA in past years, if applicable.
- We strive for geographic distribution of projects throughout Minnesota.
- We prioritize projects that have a strong community engagement and input aspect in the creation and implementation of the project.

### Minnesota Campus Compact Affiliates Program

#### ***\*New this year\****

Community-based organizations selected as VISTA host sites must be willing to become part of the MNCC affiliates program. The affiliates program is for non-profit and public organizations that value partnering with higher education and are seeking additional opportunities to engage with community-campus partnerships. Affiliate benefits include access to workshops on civic/community engagement, access to external resources that build capacity for campus-community partnerships, consideration for board membership, among others. [More information on the Affiliates program](#) and benefits is on the MNCC website.

If an interested, accredited higher education institution is not included on the current [list of Minnesota Campus Compact members](#), it may join MNCC when it applies for a CHC VISTA. If an interested community organization is not included on the current list of [Minnesota Campus Compact affiliates](#), it must become an affiliate when it applies. With questions about membership or affiliation, please contact Sinda Nichols at 612-436-2080 or [sinda@mncampuscompact.org](mailto:sinda@mncampuscompact.org).



# Application Process

## Letter of Interest Instructions

---

A brief letter of interest (LOI) is required of interested applicants. The LOI should briefly (on one page) describe the potential host site's interest in hosting a VISTA in 2019-2020, the project(s) that the site envisions the VISTA taking on, and how campus-community partnership will contribute to the proposed work. If you are a college site, provide the name and contact information for at least one of the involved community partners; if you are a community site, provide the name and contact information for the MNCC member campus.

We will respond with an invitation to submit a full application and/or questions to clarify the proposed project's alignment with the CHC VISTA program. **Those invited to apply will receive a unique link to an online application form.**

**The letter of interest is due in electronic form by 5:00 p.m. on Friday, December 7, 2018.**

Email letter to Jaquelyn Chagnon at, [chagnon@augsborg.edu](mailto:chagnon@augsborg.edu)

## Application Instructions

---

**Applications must be completed via online form, not word document.**

After we review your letter of interest for your project and it seems like a good fit for a VISTA, we'll send you a unique link to the application. Applications and attachments must be fully completed. *If the online application is a barrier to you, please let us know in your LOI. We can create alternate modes of applying.*

**Applications must be submitted electronically via unique link by 5:00 p.m. on January 24, 2019.**

Please ask questions during the preparation of your application. We want to help.

Contact: Jaquelyn Chagnon, [chagnon@augsborg.edu](mailto:chagnon@augsborg.edu), 612-359-6464.

### Your Application Must Include the Following:

- Application Narratives
- Project Goals
- VISTA Assignment Description (VAD)
- Attachments
  - **New host site/new projects only:**
    - A letter of commitment from the organization's board of directors (or an appropriate campus administrator)
    - Affirmation of partnership letter from the MNCC member campus (if applicant is community organization) or the community organization (if applicant is a member campus). This letter may be written by whomever serves as the campus/organization point of contact for this partnership.
    - The potential supervisor's resume and job description.
  - **All community-based sites, new or renewing projects:**

- A MNCC affiliate letter from the Executive Director, CEO, or Principal indicating a desire to join MNCC as an affiliate and expressing the organization's support for our mission. [More information on becoming an affiliate.](#)

## **New Host Site Narrative Prompts:**

(Responses to be submitted via online application. Questions provided here for your convenience.)

### **Executive Summary** *(Maximum 3,500 characters, including spaces)*

Please describe how a College Health Corps VISTA's capacity building contributions could make a difference in your organization and community. Describe the proposed focal projects.

### **1. Overview and History of Your Organization** *(Maximum 2,000 characters, including spaces)*

Briefly describe the history of the organization, including your mission, goals, and key programs. Please be clear about how your organization serves low-income people.

### **2. Alignment with College Health Corps Program Goals** *(Maximum 2,000 characters, including spaces)*

How does your proposed project address one or more of the program's goals through capacity building? (See list on page 4.) Please be clear about how your proposed VISTA project will serve low-income people.

### **3. Campus-Community Partnerships** *(Maximum 2,000 characters, including spaces)*

Describe the ways in which your site will develop or enhance at least one specific, meaningful, long-term campus-community partnership related to the proposed VISTA activities. Please list at least one primary contact (name, phone, email) at your partner campus/organization.

### **4. Supervision and Support of the VISTA** *(Maximum 2,000 characters, including spaces)*

Describe how and by whom the VISTA will be supervised. How will the supervisor and host site contribute to a successful year for the VISTA (i.e., frequency and consistency of meetings, coaching, etc.)? What professional and/or educational opportunities will be offered? Are you able to provide any additional support, such as a housing subsidy (see other allowable types of support on page 7)?

### **5. Sustainability** *(Maximum 2,000 characters, including spaces)*

VISTA projects are intended to build capacity that is sustained after the project is complete. How will your proposed project outlive the 3-year VISTA cycle? *(If you are applying for a new three-year project and have already hosted a CHC VISTA in the past, please clearly state whether and how much of the VISTA's living allowance your site is prepared to provide in addition to required financial contribution. The VISTA annual living allowance is approximately \$12,311)*

## **Renewing Host Site Narrative Prompts:**

(Responses to be submitted via online application. Questions provided here for your convenience.)

### **Executive Summary** *(Maximum 3,500 characters, including spaces)*

Please describe how a College Health Corps VISTA's capacity building contributions could make a difference in your organization and community. Describe the proposed focal projects for the next year.

### **1. Past Accomplishments** *(Maximum 2,000 characters, including spaces)*

What are the previous years' VISTA project accomplishments? What did your organization accomplish with a VISTA member that it wouldn't have otherwise?

### **2. Overcoming Past Challenges** *(Maximum 2,000 characters, including spaces)*

If there were challenges related to past VISTAs, how will you actively address or prevent future problems?

### **3. Alignment with College Health Corps Program Goals** *(Maximum 2,000 characters, including spaces)*

How does your proposed project address one or more of the program's goals through capacity building? (See list on page 4.) Please be clear about how your proposed VISTA project will serve low-income people.

### **4. Campus-Community Partnerships** *(Maximum 2,000 characters, including spaces)*

A) Tell us how your VISTA project has successfully leveraged campus-community partnerships since the inception of the project. B) Please list at least one primary contact (name, phone, email) at your partner campus/organization. C) Describe the ways in which your VISTA project will continue to build and engage in meaningful, long-term campus-community partnerships to support the College Health Corps goals.

### **5. Supervision and Support of the CHC VISTA** *(Maximum 2,000 characters, including spaces)*

Describe how and by whom the VISTA will be supervised. How will the supervisor and host site contribute to a successful year for the VISTA? What professional and/or educational opportunities will be offered? Are you able to provide any additional support, such as a housing subsidy (see other allowable types of support on page 7)?

### **6. Sustainability** *(Maximum 2,000 characters, including spaces)*

What strategies or systems were used to ensure the past VISTA's work was sustained beyond their service year? What additional strategies for sustainability will be implemented this coming year? Please note which year in the three-year VISTA cycle you are applying for. *If you are applying for a fourth year extension or a renewal of a second project cycle, please state whether and how much of the VISTA's living allowance your site is prepared provide, in addition to the \$4,500 required financial contribution. The VISTA annual living allowance is approximately \$12,311.*

## Project Goals

The 2019-2020 College Health Corps goals reflect the Corporation for National and Community Service's performance measures for the national VISTA program. [Definitions are available here](https://www.nationalservice.gov/resources/performance-measurement/vista) (https://www.nationalservice.gov/resources/performance-measurement/vista). We're happy to discuss the specifics of your program. Contact Jaquelyn at chagnon@augsborg.edu or 612-359-6464. The VISTA may help the supervisor in reporting on the site's progress toward indicated goals. When in doubt, make conservative projections that you are confident of attaining.

### Organizational Capacity Building

*In the application online you will be asked to select from the following outputs. **You will be asked to provide projected numbers for each output selected.***

*You only need to choose from the following outputs if the VISTA project will generate either or both of the options in this project year. Be sure to include a projected number for each output selected.*

*If your project does not include volunteers or fundraising/grant writing, etc. you do not need to report on this section.*

**Outputs** – Set a goal number of:

- **Number of community volunteers** recruited by the VISTA or by projects supported by the VISTA's capacity building.
- **Dollar value of cash or in-kind resources** leveraged by VISTA or by projects supported by VISTA's capacity building.

### Individuals Served

*In the application itself you will be able to select **one or more** of the following outputs relevant to your project. Selecting one output is required while the outcomes are optional, but strongly encouraged. **You will be asked to provide projected numbers of people (primarily low-income) served through projects supported by the VISTA's capacity-building efforts.***

**Outputs** – Set a goal number of low-income people who:

- **Number of low-income individuals served**
  - o *Recipients must be primarily low-income individuals receiving services related to improving health.*
  - o *There must be a substantive engagement of individuals with a specific health-related goal in mind. The engagement cannot consist solely of mass dissemination of information such as email blasts, social media posts, or distributing pamphlets.*
  - o *Examples of interventions could include, but is not limited to:*
    - *Outreach*
    - *Education/Training*
    - *Referrals*
    - *Medical Services*
    - *Nutrition/Food Support*
    - *Physical Activities*
    - *Counseling/Coaching*
    - *Opioid/Drug Intervention*
    - *Disability Inclusion*
- **Number of pounds of food provided**

- *This can include food made available at reduced or no cost to individuals and/or organizations for the purpose of alleviating food insecurity or hunger. This may include community garden programs.*

**Outcomes (optional, but strongly encouraged)**

**You must have a way of tracking outcomes.** This could be a survey, interviews, pre-post assessments, test, or other instrument capable of measuring changes.

**Report the number of participants:**

- Who report **increased food security**
- Who report **increased health knowledge**
- Who report a **change in behavior or intent to change behavior to improve their health**
- With **improved health**
- With **improved access to medical care**
- **Other**

## VISTA Assignment Description (VAD) Instructions

The purpose of the VAD is to articulate the specific objectives and activities of the proposed VISTA project for this coming year, and only this one coming year. If selected, this document will be used throughout the year to help MNCC, the site supervisor, and the VISTA identify priorities and monitor progress. A copy of the VAD is provided to the VISTA member when they begin service.

The VAD is composed of 3 parts:

- **Goal of the Project:** This describes your VISTA project’s overarching goal.
- **Objectives:** Objectives are based on the goals outlined in the application. Objectives should be measurable. Often, a solid VAD has 3-5 objectives.
- **Activities:** Activities are the specific tasks that the VISTA would need to carry out to achieve the objectives. There will likely be several activities per objective.

Please be as concrete and realistic as possible in writing the VAD. You may increase or decrease the number of objectives and activities in the template, as needed. The template is linked to in the application itself and available for download here: <https://mncampuscompact.org/wp-content/uploads/sites/30/2018/12/VAD-Template-2019-20.docx>

### Examples of Appropriate VISTA Activities

<b>Okay: Indirect Service Activities</b>	<b>Better: Capacity Building Activities</b>	<b>Best: Sustainable Activities</b>
Recruit a site’s volunteers	Develop forms, volunteer assignments	Develop volunteer management system and procedural guide
Train direct service providers	Write training curriculum or manual; train trainers	Develop training manual and train-the-trainer curriculum
Coordinate pilot project	Develop procedures, systems, or replication manual to sustain project	Develop funds for staff or recruit volunteers to run program
Write press releases	Develop press kits, media database	Secure media partners
Organize fundraising events	Grant writing, develop database	Secure development staffing
Organize task forces & develop coalitions	Develop leadership structure of task force or coalition	Create infrastructure of long-term community partners
Conduct outreach	Design brochures, posters	Develop volunteers to perform outreach
Conduct evaluation	Design evaluation tools	Train staff to integrate evaluation into existing activities

We are happy to answer any questions about creating the VAD, including providing examples. Contact Jaquelyn Chagnon at [chagnon@augsborg.edu](mailto:chagnon@augsborg.edu) with questions.