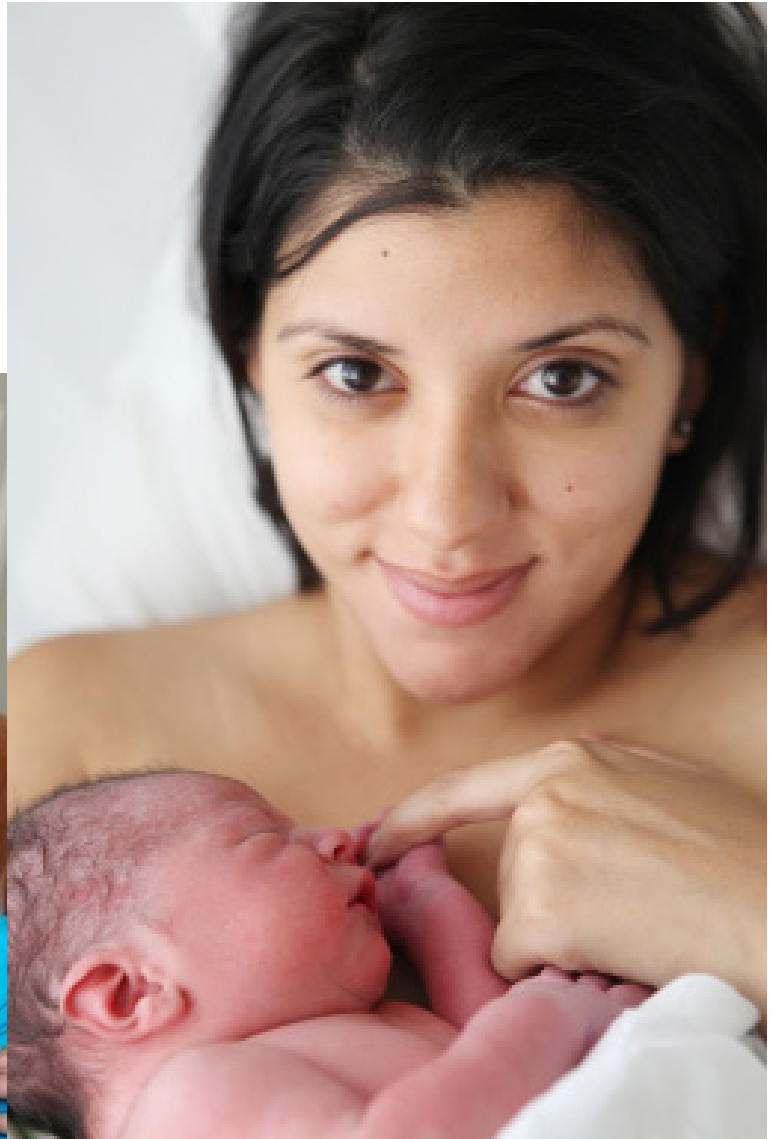
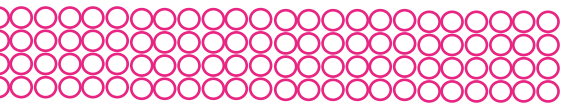


# GEORGIA REGIONAL BREASTFEEDING COALITION TOOLKIT



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# INTRODUCTION

Starting or leading a breastfeeding coalition is exciting and important work. It can also be overwhelming! This toolkit is meant to serve as a resource and guide. There are a lot of questions to consider when creating a coalition or when re-energizing an existing coalition, and this toolkit will help answer many of them. Discuss them with breastfeeding champions and prospective members when forming a coalition or with current coalition members and leaders when re-energizing a coalition.

## WHY ESTABLISH A COALITION?

Goals of this section:

- 1** Understand coalitions
- 2** Understand the benefits of a coalition
- 3** Determine your why

### What is a Coalition?

Coalitions bring together a variety of organizations and individuals to improve specific community aspects, such as breastfeeding. Coalitions can achieve collective impact by leveraging a wider array of resources, reaching different populations and using their voices to enact change. Effective coalitions typically include an established structure, leadership, active members, and collaboration between organizations and agencies. Using this toolkit will help you establish and maintain these features.

### Coalition Benefits

- Larger pool of resources
- Increased networking within a field
- Increased communication with the community
- Varying areas of expertise across members and partners
- Stronger voice and larger impact
- Allies for advocacy

### Determining Your Why

Determining your why is important. To engage community members, health care professionals, and employers it is important to let them know why you are establishing a coalition. Are community members aware of the value of breastfeeding and informed about their breastfeeding rights? Are health care professionals informed about the barriers to breastfeeding and community resources to support breastfeeding? Are employers familiar with the laws that protect breastfeeding families in the workplace?

What is going on in your community or state that led you to develop the coalition in the first place? See the next section, Area Assessment, to learn more about collecting data in the areas in which you live and work.

Deciding on one or two main goals of your coalition can help clarify your purpose. The National Association of County and City Health Officials (NACCHO) developed the **Continuity of Care in Breastfeeding Support: a Blueprint for Communities** plan, which provides informed approaches to increase breastfeeding rates and reduce systemic barriers to breastfeeding in communities. This resource can inform the settings and populations in which action can be planned.

## Coalition Goals

Below are some sample goals that you may use:

- Establish a support system for families who plan to breastfeed.
- Enhance partner education and engagement.
- Work with employers to promote breastfeeding and pumping at work, especially in workplaces that employ hourly employees.
- Network with health care professionals, employers, health care systems, local and state government, and the like.
- Connect providers with evidence-informed breastfeeding education (for example, the Educating Physicians and Practices in their Communities (EPIC®; [gaepic.org](http://gaepic.org)) Breastfeeding Program).
- Support members earning breastfeeding and lactation certifications.
- Understand who is doing the breastfeeding work in the community and build trust and connections.
- Advocate for local, regional, and state policies that support breastfeeding (see the Policy Development Guide in the Resources section).
- Communicate with local elected officials regarding breastfeeding policies, systems, and environment and how breastfeeding is an important public health issue.
- Advocate for compliance with breastfeeding accommodation regulations by local employers and organizations.
- Share information about the *Providing Urgent Maternal Protections (PUMP) for Nursing Mothers Act* — bring awareness to those who employ women of childbearing age about the 2022 federal regulations and state law.





# PUMP Act



The PUMP for Nursing Mothers Act (PUMP Act) extends to more nursing employees the rights to receive break time to pump and a private place to pump at work.



**Most nursing workers are entitled to** reasonable break time and a private space to pump at work for up to one year after their child's birth.



**Most employers are required to** provide covered employees with space that is functional for pumping milk, shielded from view, free from intrusion, available as needed, and not a bathroom.

Source: U.S. Department of Labor. (n.d.). FLSA protections to pump at work. <https://www.dol.gov/agencies/whd/pump-at-work>

## Origin of the Georgia Breastfeeding Coalition

The Georgia Breastfeeding Coalition (GBC) was established in 1985 when leaders from the Georgia Department of Public Health, the Georgia Special Supplemental Nutrition Program for Women, Infants, and Children WIC program, the La Leche League of Georgia, and leading metro Atlanta birth hospitals met to form the Georgia Breastfeeding Task Force. The group convened due to an increased public health focus on breastfeeding following Surgeon General C. Everett Koop's Workshop on Breastfeeding and Human Lactation, held in 1984. Early task force projects included state proclamations recognizing breastfeeding and then securing funds to legally establish GBC as a Special Project of Regional and National Significance (SPRANS). SPRANS grants supported projects that address national or regional needs, priorities, or emerging maternal and child health issues. The young GBC went on to advocate for actions we now consider fundamental, such as Medicaid coverage for medically necessary breast pumps, legislation protecting the right of mothers to breastfeed in public, workplace accommodations, and establishing partnerships with other statewide maternal and child health organizations. GBC will celebrate its 40th anniversary in 2025 and continues to support policy and systems-level change to make breastfeeding the cultural and social norm throughout Georgia.



## First Steps in Establishing a Local or Regional Breastfeeding Coalition

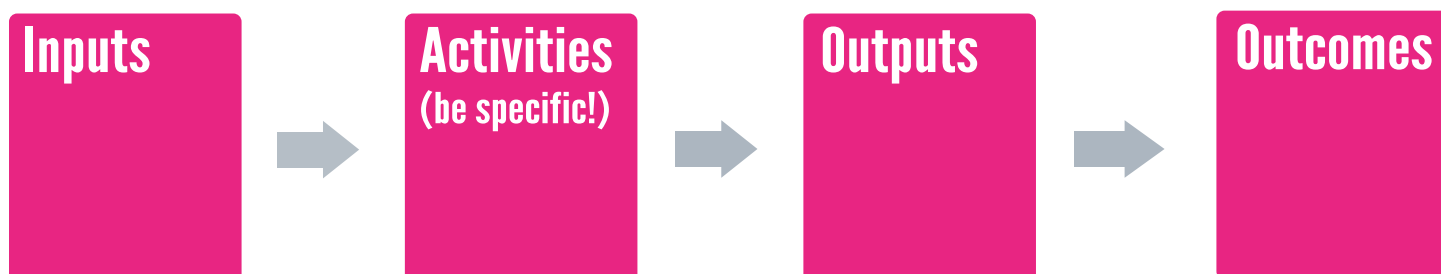
Selecting one or two broad goals that are specific, measurable, action-oriented, realistic/relevant, and timely (SMART) is a good place to start. For example, a coalition's overarching goal may be to promote awareness of breastfeeding; a SMART goal to support this broad goal could be:

The [insert coalition name] will promote awareness of breastfeeding in [county/community/population] by leading a breastfeeding education workshop at [identify two locations] in the community each month for six months.

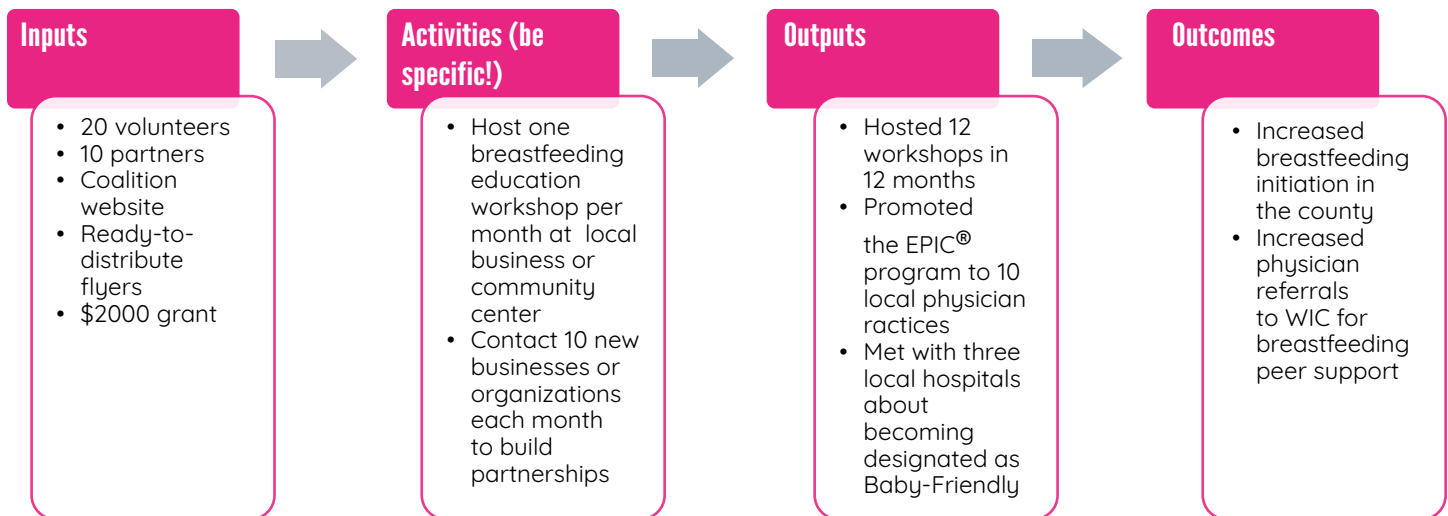
Establishing a logic model (a visual representation of your goals, resources, and relationships) to guide your coalition work is a good idea. See below for a logic model template and an example. Logic models include:

- **Inputs.** These include volunteers, finances, materials, partnerships, and other assets you have.
- **Activities.** The activities are what the coalition does, such as breastfeeding education for physicians, breastfeeding workshops, advocacy at the local or state level, and emails with employers.
- **Outputs.** These are the short-term achievements, such as 10 physicians trained through the Georgia American Academy of Pediatrics EPIC® program, 20 new mothers attended the community breastfeeding workshop, or five new partners joined the coalition in a quarter.
- **Outcomes.** These are long-term and measurable changes (rather than direct outputs or products). An example would be increased breastfeeding initiation rates among mothers in your county or adoption and impact of a breastfeeding policy at a large employer.

### Basic Logic Model Template:



## Logic Model Example:



## COALITION ACTIVITIES

- Conduct monthly breastfeeding education workshops at a local business or community center.
- Reach out to new business or organizations each month to build partnerships.
- Educate physicians about EPIC® and enroll them into the program.
- Meet with local elected officials to discuss the barriers of breastfeeding in your community.
- Share the business case for breastfeeding to three new businesses each month.
- Work with childcare providers in your area to improve their Quality Rated score regarding breastfeeding.
- Work with a health system to achieve **Baby-Friendly USA's** Baby-Friendly designation for one of their locations.
- Set up a breastfeeding education booth at parent-teacher night.
- Provide opportunities for continuing education at meetings.
- Provide education and offer rotation opportunities to medical student residents.





# GEOGRAPHIC AREA ASSESSMENT

Goals of this section:

1

Understand  
community  
health  
assessments

2

Determine if you  
need to conduct a  
community health  
assessment

3

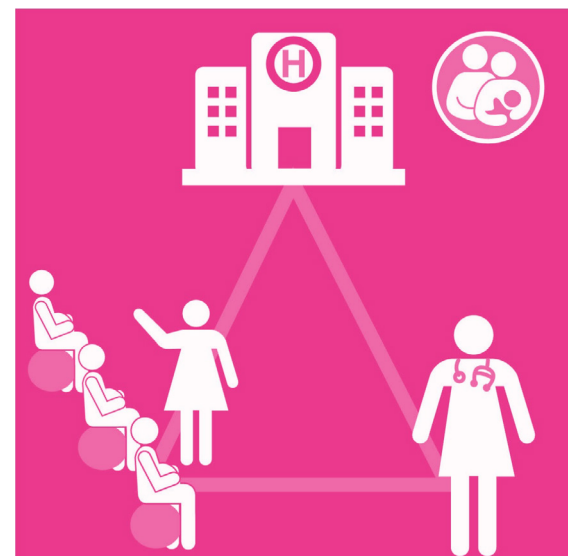
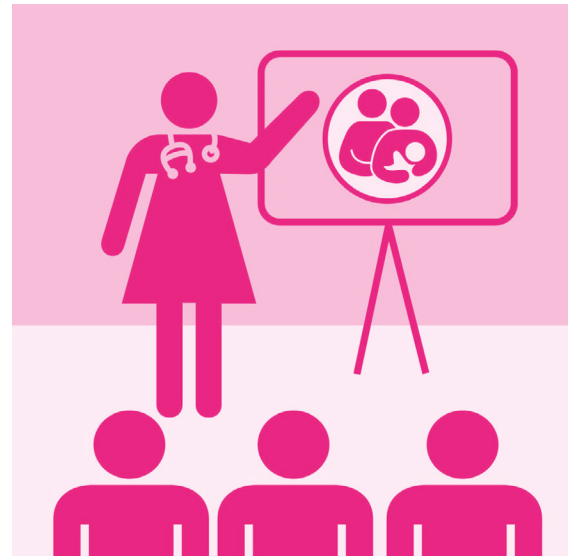
Understand  
available resources  
used to conduct a  
community health  
assessment

## What Is a Community Health Assessment?

A breastfeeding-oriented community health assessment can help you identify gaps in services, existing resources, barriers to accessing breastfeeding support, and perceptions about breastfeeding in your community. The section below provides links to examples of community health assessment tools.

### Breastfeeding Health Assessment Directions and Questions

1. Begin by filling out the table below. You can add in your own questions and omit ones you do not need. See Appendix A for more information.
2. Document the number of breastfeeding/lactation personnel and resources in the community (such as breastfeeding-friendly medical professionals, International Board Certified Lactation Consultants, Georgia WIC breastfeeding coordinators, breastfeeding counselors or educators, support groups, etc.).
3. Use data from the Georgia Department of Public Health, the Centers for Disease Control and Prevention (CDC), Georgia WIC, ZipMilk, and the Pregnancy Risk Assessment Monitoring System (see the Georgia Data and Resource section at the end of the toolkit).
4. Surveying your community may provide additional qualitative information. It is important to consider what your goals for the survey are and who the target population is. The Texas Department of State Health Services has several examples of community surveys and questionnaires for breastfeeding in their report *Protecting, Promoting, and Supporting Breastfeeding*. Assessments begin on page 31. [wibreastfeeding.com/wp-content/uploads/2014/10/Community-Action-Kit.pdf](http://wibreastfeeding.com/wp-content/uploads/2014/10/Community-Action-Kit.pdf)



## Breastfeeding Community Assessment

Question	Answer
<b>Lactation Personnel</b>	
How many lactation counselors are in your area, and where are they located?	
How many lactation educators are in your area, and where are they located?	
How many lactation consultants are in your area, and where are they located?	
<b>WIC</b>	
What county is your WIC breastfeeding coordinator located in?	
How many WIC clinics are in your area, and where are they located?	
<b>Health Care</b>	
How many Baby-Friendly hospitals are in your area?	
How many obstetricians and gynecologists (OB-GYNs) are in your area?	
Are OB-GYNs in your area receptive to collaboration and learning about breastfeeding resources?	
How many pediatricians are in your area?	
<b>Local Data</b>	
What is the birth rate in your area?	
What are the infant and maternal mortality rates in your area?	
What is the breastfeeding initiation rate for your county or geographic area? (The CDC provides breastfeeding initiation rate data by county.)	
<b>Work Sites</b>	
Who are major employers of women in your area?	

## Additional Resources

Agency for Healthcare Research and Quality. (2014). Quick-start guide to dissemination for practice-based research networks.

[ahrq.gov/sites/default/files/wysiwyg/ncepcr/resources/dissemination-quick-start-guide.pdf](https://ahrq.gov/sites/default/files/wysiwyg/ncepcr/resources/dissemination-quick-start-guide.pdf)

Compassion Capital Fund National Resource Center. (n.d.).

[Conducting a community assessment. Conducting-a-Community-Assessment.pdf](#)

Kansas Breastfeeding Coalition Inc. (n.d.). Guide for use of the Breastfeeding Friendly Self-Assessment Tool.

[Breastfeeding-Friendly-Self-Assessment-Tool.pdf](#)

National Association of County and City Health Officials. (n.d.). Example community health survey.

[naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/Example-Survey-CTSA-Community-Health.pdf](#)

National Association of County and City Health Officials. (n.d.). Phase 3: Collecting and analyzing data.

[naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-3-the-four-assessments](#)

## CREATING YOUR MISSION AND VISION

Goals of this section:

1

Understand the purpose of creating a mission and vision

2

Start thinking about your coalition's mission and vision

### Creating a Mission Statement

When creating a coalition, determining a mission and vision is important to ensure that all members know your reason for existing and future impact. Discussing a mission and vision lets your coalition members and community work together to determine the purpose of your work and what you want to achieve. Refer to why you formed the coalition when considering a *mission statement*. Think about what you want your coalition to achieve when creating your vision. An example would be making breastfeeding accessible for all mothers in your region. The GBC's mission can be adopted for your local or regional coalition, or you can establish your own mission.

#### GBC's Mission:

TO IMPROVE AND MAINTAIN THE HEALTH OF GEORGIA'S FAMILIES BY PROTECTING, PROMOTING, AND SUPPORTING BREASTFEEDING.

#### GBC's Vision:

TO MAKE BREASTFEEDING THE CULTURAL AND SOCIAL NORM THROUGHOUT GEORGIA.

# Creating Your Mission Statement

Think about

- What is your *why*, and what are necessary elements of your agenda (mission); and
- Where do you want to go in the future (vision).

## MEMBERSHIP AND MEETINGS

Goals of this section:

- 1** Reflect on what participation in your coalition will look like
- 2** Consider who should be included
- 3** Decide who will be recruited into your coalition
- 4** Think about: potential meeting spaces or platforms and meeting cadence

## Who Should Participate?

Start with the people you know! Invite not only people in your professional network but also your friends and family too, especially if they are new or expecting mothers. Use [ZipMilk.org](https://www.zipmilk.org) to identify and reach out to others supporting breastfeeding in your area, and invite them to meet to discuss starting a coalition. Invite representatives with whom you want to achieve change or support achievement of coalition goals: public health, employers, health care professionals, mothers who are breastfeeding champions, and the like.

Creating a simple invitation that you can email, share on social media, and print out is a great way to spread the work and recruit people!

### Sample Invitation





## Building a Coalition

Once you have a core group, discuss coalition membership. Consider what it means to be a member and who is eligible for membership — any interested person or only people working in the breastfeeding arena? Engage the community you are in, as community members play a critical role in supporting the work. Members can include parents, lactation personnel, and health care providers as well as members of the broader community such as faith-based organizations, colleges, medical schools, employers, state and local government partners, government representatives, potential funders, and nonprofit organizations.

It is important to establish a plan for how to engage with business and industry because they may be a potential partner and source of support, and they may market products to new families that may — positively or negatively — influence their ability to breastfeed. Examples of industry include diaper companies, lactation support suppliers, clothing companies, and toy companies. Avoid formula companies.

### Range of Coalition Structures

#### Informal

- People who receive an email are considered members
- No attendance is taken

#### Semiformal

- Members are expected to attend meetings on a regular basis
- There are no membership dues

#### Formal

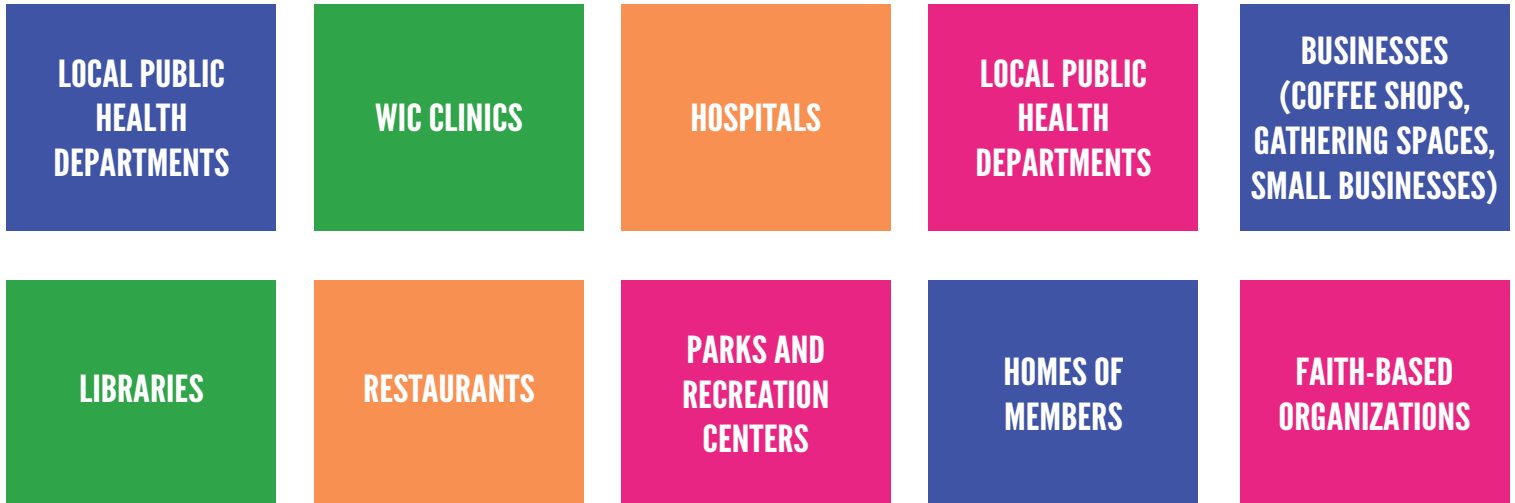
- Attendance is taken, and a minimum attendance is required
- Membership dues are collected
- Voting rights are discussed



## Meeting Plans

Next, determine a meeting plan. Will your meeting be virtual or in-person? How often will coalition meetings occur? If you decide to meet in person, will meeting locations rotate or be held at a central location for your coalition's geographic area? Who will manage meeting agendas and reporting?

## Meeting Space Ideas



If approaching a location not already involved in the coalition about meeting space, be sure to tell them the “what’s in it for them,” such as of the importance of breastfeeding, organization promotion, and community involvement.

Example: If you want to meet at a local coffee shop, let them know that you can advertise their business and bring in customers by hosting a large meeting, and that hosting demonstrates that the coffee shop cares about the community.

## LEADERSHIP

Goals of this section:

1

Review the various leadership roles your coalition may consider

2

Reflect on the level of formality of a leadership structure

Establishing and strengthening your coalition leadership is key to a successful coalition. Important roles to consider:

- President
- Treasurer
- Secretary
- Liaisons
  - Hospital liaison
  - Public health liaison
  - Community liaison
  - Communications manager
  - Administrative support

This list is not exhaustive or mandatory. The roles you have should reflect the needs and size of your coalition. You may start off with only a president, treasurer, and secretary and find that as you grow there are more roles needed. You may also find that having an informal structure and shared leadership works for your coalition, and that is fine too. No matter how many roles you begin with, be sure to define the scope of work for each role.

As you discuss leadership roles, also think about administrative decisions such as setting a meeting schedule (e.g., one meeting per month or per quarter), planning out meetings and draft agendas for the year, setting up communication avenues, and planning how, what, and when you will communicate with members and partners (see Communication section).

Range of Leadership Structures

Informal	Semiformal	Formal
<ul style="list-style-type: none"><li>• There are a few leadership roles and everyone assists</li><li>• There are no minimum hours or responsibilities</li></ul>	<ul style="list-style-type: none"><li>• There are defined roles</li><li>• Responsibilities can be delegated out</li></ul>	<ul style="list-style-type: none"><li>• There are defined roles</li><li>• Leadership signs a contract committing to a specific number of hours and responsibilities</li></ul>

GOVERNANCE

Goals of this section:

1 Consider the structure of your coalition

2 Review the GBC bylaws

No matter the formality of your coalition, there needs to be at least a basic structure. Coalition structures can vary depending on the membership size and geographic reach of your breastfeeding efforts. This can also change if your coalition or geographic area increases.

Questions to Consider

- Are decisions made by the leadership team or by vote of all members or members who are present at the meeting?
- Which decisions are made by the majority versus the leadership team?

You do not need to begin with bylaws, but they may be beneficial to think about or incorporate as your coalition grows (and will be necessary if you decide to incorporate as a nonprofit organization). Bylaws outline the purpose and goals of the coalition, the roles and responsibilities of leaders, election processes, fundraising, committees, administration, and dissolution.

Here are the GBC bylaws as an example and template: <https://bit.ly/3GfqoDI>

## Range of Decision-Making Processes

Informal	Semiformal	Formal
<ul style="list-style-type: none"><li>• Decisions are made on an as-needed basis</li><li>• There are no formal rules about what items are voted on</li></ul>	<ul style="list-style-type: none"><li>• Voting takes place semiregularly</li><li>• There are some topics that are voted on while others are not</li></ul>	<ul style="list-style-type: none"><li>• Items are routinely brought to the coalition's attention for enactment and maintenance</li><li>• Voting takes place, and a specific percentage of votes is needed to adopt a decision</li></ul>

## COMMUNICATION

Goals of this section:

- 1** Learn about different methods of communication
- 2** Decide how you will communicate with your members
- 3** Learn about branding and communication tools

The CDC and NACCHO both have health communications and social media toolkits for public health professionals to use. Some of these resources are specific to breastfeeding while others are more general. This section covers some general communication tips, how to communicate with your intended audience, and how to reach as many people as possible.

Communication is key, not just to external partners and the community but also within your coalition. Deciding how you will share information and what information you will share is important.



# Five Questions to Consider When Developing Communications Plans

When you plan for communications, whether that's through email, newsletters, or social media, think about these five questions from Kansas University's Community Toolbox:



**WHAT'S YOUR PURPOSE IN REACHING OUT?**



**WHO'S YOUR AUDIENCE?**



**WHAT'S YOUR MESSAGE?**



**WHAT COMMUNICATION CHANNELS WILL YOU USE?**



**WHOM SHOULD YOU CONTACT AND HOW WILL YOU DISTRIBUTE YOUR MESSAGE?**

Do you plan on recording meetings, sharing out meeting minutes to members only, creating a newsletter, or managing a social media account? These questions can be overwhelming, but following this toolkit and determining your communication plan will set you up for success.

## Identify your audience

You will probably have more than one audience, but how you communicate with mothers may be different than how you will communicate with health care professionals, which may be different than how you communicate with small-business owners. For each audience you identify, think about how they would want to receive information about the coalition. Think about your pitch. What is “in it” for the community, mothers, business owners, doctors to engage with your coalition? When you share information about your coalition, tailor it to your audience.

### *Target audience examples:*

- Woman-centered and woman-owned businesses (hair salons, manufacturing facilities).
- Woman-dominant places of work (retail, hospitality, convenience stores, hotels, superstores) — reach out to leaders of these. Invite them to the table to discuss and encourage breastfeeding.

## How Will You Communicate with Your Members and Stakeholders?

Next, think about how the community will get in touch with your coalition and how you will get in touch with them.

- Create a general email address and determine who will manage the account (it may be multiple people). For example:  
**regionalbreastfeedingcoalition@gmail.com**

### *Dissemination methods*

- Electronic newsletter (using platforms like MailChimp or Constant Contact)
- Email listserv
- Shared drive (Google, Outlook, Microsoft Teams)
- Website
- Social media platforms

Consider what would be easiest for your coalition members and partners to access. Many organizations use Facebook to share information, but not everyone uses Facebook. An electronic newsletter is an easy way to share information, but people may not know how to sign up or may not read all their emails. A website can store all the information you want, resources, a calendar of events, and a contact page but may require a fee or setup cost and can be difficult to maintain. No matter which way you plan to disseminate and store information, be sure to think about accessibility, how often you will provide updates, and how to answer questions or stay in touch with people. You do not have to limit yourself to one method, but it is important that the coalition chooses sustainable communication strategies.

- Will you create a general email address that multiple people can access?
- Will you share events through email, post them on a social media platform, or both?

### **Who to Engage and Why**

- Parks, libraries, public events
- Places of worship
  - Host workshops after services
- Schools
  - Ask if you can have a booth at open houses and send information in a school newsletter or have a presence at parent-

## **CDC Guide to Writing for Social Media**

### **CDC's guide to writing for social media**

#### **X (formerly Twitter)**

- Keep messages less than 280 characters.
- Start strong with an attention grabber.
- Use action words in your message.
- Have fun.
- Tag other organizations or individuals.
- Retweet with your own commentary.
- Include pictures, graphics, and videos for increased engagement.
- Shorten links that are really long.

#### **Facebook and Instagram**

- Messages can be slightly longer, but still keep it short and sweet.
- Include a photo, flyer, or graphic.
- Have a relaxed tone.
- Tag other organizations or individuals.

#### **General Communication Tips**

- Keep your message clear and concise.
- Use bright colors for branding to make it easier to read.

teacher night

- Chamber of Commerce
  - Provides the ability to advertise to employers, reach a larger audience, and engage in networking
- Rotary or Kiwanis clubs
- Coffee shops and small businesses
- Community centers
- Public health clinics or behavioral health organizations
- Universities and technical colleges
  - Reach out to specific colleges and departments such as public health, nursing, allied health, early care and learning
  - University System of Georgia: [usg.edu/institutions](http://usg.edu/institutions)
  - Technical College System of Georgia: [tcsq.edu](http://tcsq.edu)
- Maternity and baby fairs

## Branding and Communication Tips

Last, but not least, create some branding materials like a tagline, a few hashtags, and a logo. These will help communicate your message in a quick and effective manner and are easy to add into social media posts. While establishing who you want to reach out to and how you will share information is more important, branding will help create a professional and recognizable image for people to remember.

### Brand Examples



# NONPROFIT STATUS

Most local breastfeeding coalitions in Georgia are not formally incorporated as nonprofit organizations. Applying to and becoming a 501(c)(3) is something to consider once your group is well-established, has a functional board, and is ready to do projects that involve accepting or spending funds as an organization.

## Need a Fiscal Partner?

If your coalition is less formal and you need to accept and spend small amounts of money, reach out to the GBC or a local nonprofit that is a coalition member that can serve as a fiscal intermediary or partner.

## Resources

Instructions and information about charitable organizations from the Office of the Georgia Secretary of State. [sos.ga.gov/how-to-guide/how-guide-charities](https://sos.ga.gov/how-to-guide/how-guide-charities)

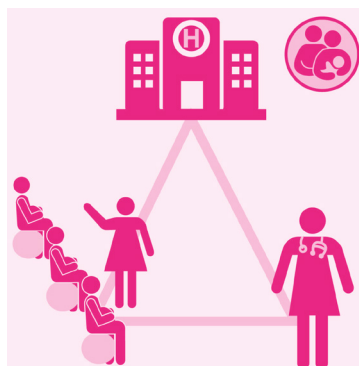
Internal Revenue Service. How to apply for 501(c)(3) status. [irs.gov/charities-non-profits/how-to-apply-for-501c3-status](https://irs.gov/charities-non-profits/how-to-apply-for-501c3-status)

Internal Revenue Service. Instructions for Form 1023-EZ (01/2023). [irs.gov/instructions/i1023ez#en\\_US\\_2023publink1000102370](https://irs.gov/instructions/i1023ez#en_US_2023publink1000102370)

# ESTABLISHING PARTNERSHIPS

Reaching out and establishing partnerships is important and rewarding. Partners are more than just members. They can provide monetary support, spread news about the coalition, and help the coalition reach its goals. They are vital for long-term sustainability and can be mutually beneficial. Partners can promote your cause and strengthen your coalition, and you can support the partners' achievement of their goals and missions. Examples of partnerships (including sponsorship, subject matter experts, and evaluation or communications support) can include:

- Local businesses, especially women-owned;
- Large employers of mostly women;
- Faith-based organizations;
- Lactation consultants or organizations; and
- For-profit baby companies, such as diaper companies, breast pump companies, nursing support companies. Examples include Huggies, Pampers, Boppy, and the Breastfeeding Shop.





## Resource: Informal Partnership Letter of Agreement

Dear \_\_\_\_\_,

This agreement between insert coalition name and insert partner organization serves to benefit both entities and the geographic location.

As part of the partnership, the coalition name agrees to —

1. Support the endeavors of insert partner organization; and
2. List and promote partner organization as a coalition member.

As part of the partnership, you agree to support the insert coalition name by —

1. Sharing information from and about the insert coalition name to your contacts;
2. Helping promote coalition events; and
3. Contributing to achievement of the coalition mission and vision.

We look forward to your partnership.

Kind regards,

[Your Name,

Your Coalition]

For a formal partnership agreement, you can and should establish a memorandum of understanding. Visit this link for a template: [rootcause.org/wp-content/uploads/2019/11/Conducting-a-Community-Assessment.pdf](https://rootcause.org/wp-content/uploads/2019/11/Conducting-a-Community-Assessment.pdf)

## FUNDRAISING

Goals of this section:

1

Understand why fundraising is important

2

Determine what funds will be used for

3

Think about from whom your coalition will collect or raise funds

## Why Fundraising Is Important

Your coalition may decide to raise funds for anticipated expenses or a specific project. First, determine what you will need money for and how much. Some things may be available for free, such as a meeting space. For example, ask around to see if you can meet in a person's home, in a community center, in a church or synagogue, or in a place of business rather than raising funds for meeting space.

## Determine What Your Funds Will Be Used For

Funds can be used for a variety of purposes including:

- Printing materials;
- Purchasing marketing and promotional items such as pens, stickers, and water bottles;
- Registration for booths, tables, or spaces at events; and
- Website maintenance.

Fundraising should be strategic, specific, and coordinated. Brainstorm with your partners about the coalition's needs for funding and coordinate efforts to address those needs. Consider what you can offer to partners for their support, such as promoting their business on your website or social media.

## How to Collect and Raise Resources

- Membership dues (however, this may hinder membership and limit engagement)
- Monetary and in-kind donations from businesses, other nonprofit organizations, and health care organizations
- Grants
- Funds from state and local government
- Becoming a line item in an existing budget
- Fundraisers

## How to Generate Financial Support

- Create a financial plan.
- Partner with organizations to support your programs.
- Pool resources with other organizations.
- Use a free website developer instead of paying for a website.
- Access free breastfeeding images (see the Images section below).

Nagy, J. (n.d.). Chapter 42, Section 1: Developing a plan for financial sustainability. Kansas University. Community Toolbox. [ctb.ku.edu/en/table-of-contents/finances/grants-and-financial-resources/financial-sustainability/main](https://ctb.ku.edu/en/table-of-contents/finances/grants-and-financial-resources/financial-sustainability/main)

# SUSTAINABILITY

Goals of this section:

## 1 Learn about sustainable processes

## 2 Think about long-term planning

Sustainable processes and planning require early work but will help set your coalition up for success. Strategies for sustainability include not only fundraising but also building partnerships, generating publicity, and sharing resources with other organizations. Financial sustainability includes developing partnerships, looking ahead for grant opportunities, planning future fundraising events, setting budget goals, and developing action plans for each priority or goal. The Georgia Health Policy Center has developed a Sustainability Framework®, which describes the seven critical components for organizational sustainability: strategic purpose, contextual relevance, practical alignment, data utilization, effective communication, active collaboration, and visionary leadership. The framework also covers funding diversification. [ghpc.gsu.edu/download/sustainability-framework](https://ghpc.gsu.edu/download/sustainability-framework)

## Sustainability Framework 2.0®

Are you positioned for sustainability?



Sustainability means that programs and services continue because they are valued and draw support and resources.

ORGANIZATIONS WITH THE HIGHEST POTENTIAL FOR SUSTAINABILITY KEEP THEIR FOCUS ON:

### Strategic Purpose

All partners have a clear vision of program goals, and their actions are aligned with the mission or connect to the core values of the participating organizations.

### Contextual Relevance

The program adapts to the sociocultural, political, and economic environment, as well as trends and emerging issues.

### Practical Alignment

The program provides a relevant solution in response to a demand and need expressed by the population of interest.

### Data Utilization

Organizations collect and analyze data to assess the program's short-term impact and demonstrate its long-term value.

### Effective Communication

Critical information is exchanged among participating organizations and populations of interest to create awareness and share successes of the program.

### Active Collaboration

Partners share responsibility, risks, and rewards for the program.

### Visionary Leadership

Someone that has strategic purpose for the grant, commitment to the desired community outcomes, and willingness to direct resources to sustain the effort.

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# Sustainability Framework 2.0<sup>©</sup>

Do you have funding diversification?

ORGANIZATIONS WITH THE HIGHEST POTENTIAL FOR SUSTAINABILITY HAVE STRATEGIES THAT INCLUDE:



The Sustainability Framework identifies the components that contribute to organizational and programmatic sustainability.

SERVICES PROVIDED + VALUE CREATED	Funding Source		Funding Type	
<b>DIRECT SERVICES</b> Access for vulnerable populations Improved individual health outcomes	<ul style="list-style-type: none"> <li>Public payers</li> <li>Private payers</li> </ul>	<ul style="list-style-type: none"> <li>Self-pay by individuals</li> <li>Providers, sponsored organizations</li> </ul>	<ul style="list-style-type: none"> <li>Fee for service</li> <li>Capitation</li> <li>Shared savings</li> <li>Institutionalization</li> </ul>	<ul style="list-style-type: none"> <li>In-kind contributions</li> <li>Local, state, and federal government budgets</li> </ul>
<b>CARE COORDINATION SERVICES</b> Improved quality of care and improved individual health outcomes	<ul style="list-style-type: none"> <li>Public payers</li> <li>Private payers</li> </ul>	<ul style="list-style-type: none"> <li>Providers, sponsored organizations</li> </ul>	<ul style="list-style-type: none"> <li>Shared savings</li> <li>Fee for service</li> <li>Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Pathways HUB</li> <li>Institutionalization</li> <li>Local, state, and federal government budgets</li> </ul>
<b>PREVENTIVE CARE, SURVEILLANCE, PREPAREDNESS PROGRAMS</b> Improved public health	<ul style="list-style-type: none"> <li>Federal agencies</li> <li>State public health agencies</li> </ul>	<ul style="list-style-type: none"> <li>Local public health agencies</li> </ul>	<ul style="list-style-type: none"> <li>Grants</li> <li>Contracts</li> </ul>	<ul style="list-style-type: none"> <li>Institutionalization</li> <li>Local, state, and federal government budgets</li> </ul>
<b>SOCIAL SERVICE PROGRAMS</b> Financial assistance and related support services for vulnerable individuals and families to address social determinants of health	<ul style="list-style-type: none"> <li>State agencies and programs</li> <li>Accountable care organizations and Accountable communities of/ for health</li> <li>Local wellness funds</li> </ul>	<ul style="list-style-type: none"> <li>Public payers</li> </ul>	<ul style="list-style-type: none"> <li>Contracts</li> <li>Shared savings</li> <li>Local, state, and federal government budgets</li> </ul>	<ul style="list-style-type: none"> <li>Grants</li> <li>Institutionalization</li> <li>Medicaid waivers</li> </ul>
<b>PROGRAMS AND TRAINING THAT EDUCATE</b> General public awareness or targeted education Increased workforce capacity	<ul style="list-style-type: none"> <li>Federal agencies</li> <li>Public payers</li> <li>Private payers</li> </ul>	<ul style="list-style-type: none"> <li>State public health agencies</li> <li>Local public health agencies</li> </ul>	<ul style="list-style-type: none"> <li>Fee to participate</li> <li>Fee for service</li> <li>Institutionalization</li> </ul>	<ul style="list-style-type: none"> <li>In-kind contributions</li> <li>Fundraising</li> <li>Local, state, and federal government budgets</li> </ul>
<b>EVENTS</b> General public awareness, screening, or targeted education	<ul style="list-style-type: none"> <li>Local and civic organizations</li> <li>Business</li> </ul>	<ul style="list-style-type: none"> <li>Community members</li> </ul>	<ul style="list-style-type: none"> <li>Fundraising</li> </ul>	<ul style="list-style-type: none"> <li>Sponsorship</li> <li>Institutionalization</li> </ul>



# APPENDIX A. GEORGIA BREASTFEEDING DATA

Sharing local and state data with prospective members and the community can help engage the community and demonstrate the importance of a regional breastfeeding coalition. Here are sources with national, Georgia, and local breastfeeding data:

## Source 1: Centers for Disease Control and Prevention Breastfeeding Report Card

The CDC's Breastfeeding Report Card provides a compilation of data on breastfeeding practices and breaks out data by state. You can download the 2022 report (featuring a Georgia family on the cover) [here](#). The source for the breastfeeding rates in this report is the [CDC National Immunization Surveys](#) 2020 and 2021, among children born in 2019 and the CDC's national survey of [Maternity Practices in Infant Nutrition and Care](#).

Measure	Georgia	National
Percentage of ever breastfed infants	82.6	83.2
Exclusive breastfeeding through three months	39.9	45.3
Exclusive breastfeeding through six months	18.7	24.9
Exclusive breastfeeding through 12 months	24.2	19.2
Number of Baby-Friendly hospitals	9	566

## Source 2: Centers for Disease Control and Prevention Breastfeeding Initiation Rates

The CDC provides breastfeeding initiation rates broken down by county level. By accessing the link you can view Georgia's breastfeeding initiation rates. <https://www.cdc.gov/breastfeeding-data/county-initiation/index.html>

## Source 3: Women, Infants, and Children Breastfeeding Data Local Agency Report

Of note, it includes these WIC Program Breastfeeding Performance Measures from the fiscal year 2021 WIC Breastfeeding Data Local Agency. <https://fns-prod.azureedge.us/sites/default/files/resource-files/FY2021-BFDLA-Report.pdf>

	Fully Breastfed Rate	Partially Breastfed Rate	Total Breastfed Rate	Formula Fed Rate
Georgia WIC Rates	7.5%	19%	27.3%	72.7%
National WIC Rates	12.1%	21.9%	33.9%	66.1%

## Source 4: ZipMilk

[ZipMilk.org](#) is a noncommercial website that assists new families and those who support them to identify lactation and breastfeeding help in their communities based on ZIP code.

## APPENDIX B. COMMUNITY HEALTH ASSESSMENTS, ORGANIZATION ASSESSMENTS, AND SURVEY RESOURCES

Agency for Healthcare Research and Quality. (2014). Quick-start guide to dissemination for practice-based research networks. [ahrq.gov/sites/default/files/wysiwyg/ncepcr/resources/dissemination-quick-start-guide.pdf](https://www.ahrq.gov/sites/default/files/wysiwyg/ncepcr/resources/dissemination-quick-start-guide.pdf)

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Compassion Capital Fund National Resource Center. (n.d.). [Conducting a community assessment. Conducting-a-Community-Assessment.pdf](#)

Illinois State Physical Activity and Nutrition Program. (2020). Challenging cultural barriers and creating a more supportive society: Findings on breastfeeding from focus groups with Moms Across Illinois. [iphionline.org/wp-content/uploads/2020/04/ISPAN-Focus-Group-Report-FINAL.pdf](https://iphionline.org/wp-content/uploads/2020/04/ISPAN-Focus-Group-Report-FINAL.pdf)

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Kansas Breastfeeding Coalition Inc. (n.d.). Guide for use of the Breastfeeding Friendly Self-Assessment Tool. [Breastfeeding-Friendly-Self-Assessment-Tool.pdf](#)

National Association of County and City Health Officials. (n.d.). Example community health survey. [naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/Example-Survey-CTSA-Community-Health.pdf](https://naccho.org/uploads/downloadable-resources/Programs/Public-Health-Infrastructure/Example-Survey-CTSA-Community-Health.pdf)

National Association of County and City Health Officials. (n.d.). Phase 3: Collecting and analyzing data. [naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-3-the-four-assessments](https://naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment/mapp/phase-3-the-four-assessments)

Pima County Health Department and El Rio Community Health Center. (2007). Pima County breastfeeding needs assessment evaluation & asset map report. [NACCHOREACHBFAssessments2021.pdf](#)

Texas Department of State Health Services. (2007). [Community action kit. https://www.wibreastfeeding.com/wp-content/uploads/2014/10/Community-Action-Kit.pdf](https://www.wibreastfeeding.com/wp-content/uploads/2014/10/Community-Action-Kit.pdf)

## APPENDIX C. G-SPAN BREASTFEEDING PARTNERS

Atrium Health Navicent  
American Heart Association  
Children's Healthcare of Atlanta  
Emory Healthcare  
Georgia Breastfeeding Coalition  
Georgia Chapter of American Academy of Pediatrics  
Georgia Department of Education  
Georgia Department of Public Health  
Grady Health  
Georgia OBGyn Society  
Georgia Southern University  
Georgia WIC  
Heart of Georgia Healthy Start  
Healthy Mothers, Healthy Babies  
Healthy Savannah  
Karna LLC  
Leap Early Learning Partners  
Midway Community Resource Center  
Morehouse School of Medicine  
Northside Hospital  
Quality Care for Children  
Reaching Our Sisters Everywhere  
Sweet Nectar  
University of Georgia  
Voices for Georgia's Children

## APPENDIX D. IMAGES

For breastfeeding images, you can access the **Community Health Media Center, U.S. Breastfeeding Committee's gallery**, or the **WIC Image Gallery** for free or low-cost breastfeeding images.

Centers for Disease Control and Prevention Community Health Center Media: **<https://nccd.cdc.gov/schmc/apps/overview.aspx>**

U.S. Breastfeeding Committee: **<https://www.usbreastfeeding.org/photo-project.html>**

WIC Image Gallery: **<https://wicworks.fns.usda.gov/explore-resources?f%5B0%5D=resource%3A31&f%5B1%5D=topic%3A34>**

## APPENDIX E. LIST OF BREASTFEEDING AND LACTATION ORGANIZATIONS

These resources include data, photos, and general resources for your coalition and community. This is not an exhaustive list, but we encourage you to look through these websites.

Baby-Friendly USA provides the Baby-Friendly designation to hospitals and facilities in the United States. They have a list of Baby-Friendly locations and resources for hospitals. <https://www.babyfriendlyusa.org/>

Centers for Disease Control and Prevention. (2023). The surgeon general's call to action. <https://www.cdc.gov/breastfeeding/php/resources/surgeon-generals-call-to-action.html>

Communities and Hospitals Advancing Maternity Practices (CHAMPS) is funded through Center for Health Equity, Education, & Research (CHEER) and aims to improve maternal and child health outcomes. <https://cheerequity.org/champsnational/>

The Georgia Chapter of the American Academy of Pediatrics has an online breastfeeding resource kit for physicians, educators, providers, and families. [Breastfeeding Online Resource Kit | Georgia Chapter American Academy of Pediatrics \(gaaap.org\)](https://www.gaaap.org/Breastfeeding-Online-Resource-Kit)

The Healthy Mothers, Healthy Babies Coalition of Georgia works to improve health care and health outcomes for Georgia mothers and babies through education and advocacy. They are a part of a global network. <https://www.hmhbga.org/>

The National Association of County and City Health Officials (NACCHO) has several toolkits, including a social media toolkit for health professionals <https://toolbox.naccho.org/pages/tool-view.html?id=5931> and an Equity & Inclusive Language toolkit. <https://forms.office.com/Pages/ResponsePage.aspx?id=...>

The National Institutes of Health also has several resources and updated research on the benefits of breastfeeding. <https://www.nichd.nih.gov/health/topics/breastfeeding>

Reaching Our Sisters Everywhere. Saving tomorrow today: An African American breastfeeding blueprint. Resources. <https://breastfeedingrose.org/aablueprint/>

Reaching Our Sisters Everywhere (ROSE) works to address racial disparities in breastfeeding. <https://breastfeedingrose.org/>

The U.S. Breastfeeding Committee and the National Association of County and City Health Officials (NACCHO) created the Continuity of care in breastfeeding support: A blueprint for communities. [www.breastfeedingcontinuityofcare.org](https://www.breastfeedingcontinuityofcare.org)

The U.S. Breastfeeding Committee has a variety of resources centered around policy, systems, and environmental change including policy statements and the economic benefit of breastfeeding. [Breastfeeding References \(usbreastfeeding.org\)](https://usbreastfeeding.org/Breastfeeding-References)



# APPENDIX F. ADDITIONAL RESOURCES

Texas Mother-Friendly Worksite Program. (n.d.). Policy development guide.

[https://www.dshs.texas.gov/sites/default/files/mch/TMFW/Doc/TMFW%20Policy%20Development%20Guide\\_2023.pdf](https://www.dshs.texas.gov/sites/default/files/mch/TMFW/Doc/TMFW%20Policy%20Development%20Guide_2023.pdf)

WIC Breast Pump Quick Reference.

[Quick-Reference-to-Issuing-Breast-Pumps-Rev-2021.pdf](#)



## Georgia Special Supplemental Nutrition Program for Women, Infants and Children (WIC) Quick Reference to Issuing Breast Pumps

<b>Breast Pump Issuance Guidelines:</b>	
Breast Pump issuance must be provided only by WIC authorized personnel trained on breast pump competency. Staff must determine which pump best fits the participants' need. After issuance, staff must complete an initial follow-up by contacting participants within one to five business days. When breast pump usage is not going well, staff must refer participants to a Designated Breastfeeding Expert (DBE) for additional support and guidance. See Policy <i>BF-1260.06 Breast Pump Issuance</i> for further details.	
<b>Note:</b> Multi-user Breast Pumps are loaned free of charge.	
Type of Pump / Criteria for Issuing Breast Pumps	Pump Issuance: All Pumps
<b>Manual Pump: This pump is for participants who</b> <ul style="list-style-type: none"> <li>Will have a short-term separation from their baby.</li> <li>Are looking for work.</li> <li>Are working or going to school less than 10 hours a week.</li> <li>Have limited access to electricity when pumping.</li> <li>Requests a pump due to engorgement and referred to the DBE.</li> </ul>	<ul style="list-style-type: none"> <li>Assess the individual needs of the participant and select the appropriate pump for her situation.</li> <li>Demonstrate Hand Expression.</li> <li>Demonstrate the assembly and use of the pump, as well as milk collection kit</li> <li>Provide instructions for cleaning.</li> <li>Allow participant to repeat and demonstrate what they understand.</li> <li>Discuss human milk storage guidelines</li> <li>Complete appropriate form and tracking guidance within policy <i>BF-1260.06 Breast Pump Issuance</i>.</li> </ul>
<b>Multi-user Breast Pump: This pump is for participants who</b> <ul style="list-style-type: none"> <li>Have a premature or medically fragile infant currently unable to feed at the breast.</li> <li>Are unable to feed at the breast due to their own medical issues.</li> <li>Are having problems breastfeeding and must use pump to provide breast milk.</li> <li>Have multiples and need to increase milk production.</li> <li>Unsure of participant's long term commitment to breastfeeding and will be separated from her infant a significant part of the day.</li> </ul>	
<b>Personal Double Breast Pump (PDP): This pump is for participants who</b> Plan to breastfeed exclusively for at least four (4) to six (6) months, will not be expecting formula from WIC <b>and</b> one of the following: <ul style="list-style-type: none"> <li>Works or goes to school more than 10 hours per week.</li> <li>Plans to return to work within the next two (2) weeks</li> <li>Have exclusively breastfed an infant for at least four (4) weeks.</li> </ul>	
	Follow Up After Issuance: All Pumps
	<ul style="list-style-type: none"> <li>✓ Contact participants issued breast pumps within one (1) to five (5) business days of pump issuance, to ensure pump usage is going well.</li> <li>✓ Document follow-up on the appropriate form or within the breast pump tracking inventory system.</li> <li>✓ Refer participants who need additional help to the DBE.</li> <li>✓ Follow-up with the participant monthly to determine that the multi-user breast pump is still needed.</li> <li>✓ Document the:               <ul style="list-style-type: none"> <li>Continued use of the pump within the breast pump inventory tracking system.</li> <li>Need to return the pump in the participant's medical file.</li> </ul> </li> </ul>

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- Georgia Health Policy Center. (2023). Sustainability framework 2.0. [https://ghpc.gsu.edu/download/sustainability-framework/?ind=1713465051541&filename=SustainabilityFramework\\_4-17-24.pdf&wpdmdl=4750172&refresh=673fa24cba24a1732223564](https://ghpc.gsu.edu/download/sustainability-framework/?ind=1713465051541&filename=SustainabilityFramework_4-17-24.pdf&wpdmdl=4750172&refresh=673fa24cba24a1732223564)
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**FOR MORE INFORMATION PLEASE CONTACT US**

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**WEBSITE**



**FACEBOOK**



**INSTAGRAM**

