



September 20, 2007

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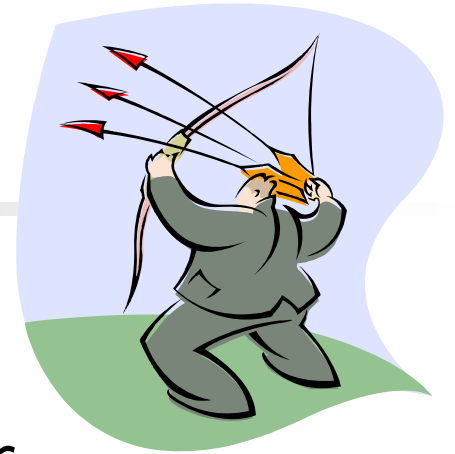
## Sustaining the Effort

CADCA National Community Anti-Drug Coalition  
Institute website: [www.coalitioninstitute.org](http://www.coalitioninstitute.org)

Materials available:

- Powerpoint presentation (in .pdf format)
- Coalition Sustainability Checklist
- DFC Sustainability Plan Guidelines
- CADCA Sustainability Primer
- CADCA Capacity Primer

# Workshop Objectives



Participants will be able to:

1. Understand the key elements for sustaining coalitions
2. Assess their own coalition's progress in achieving the key elements
3. Identify potential actions for the coalition to enhance their sustainability

# Definition of Sustainability

Coalition sustainability:

The ability to maintain the human, social and material resources needed to achieve your coalition's long-term goals.

Source: CADCA Sustainability Primer





# Building Sustainability

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Key is to be:

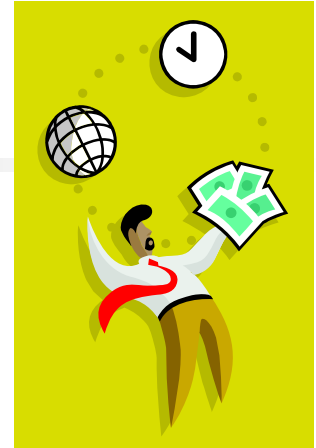
Intentful

&

Proactive

when addressing sustainability

# Sustainability Planning



Six steps in sustainability planning:

1. *Identify what must be sustained*
2. Identify what resources are required
3. Create case statements
4. Determine funding strategies
5. Identify potential partners
6. Action plan for potential partners



# Elements of Sustainability

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1. Leaders take responsibility for their coalition's success
2. Involvement of community leaders, partner organizations, and community members
3. Diversified funding from the start
4. Solid infrastructure
5. A clear focus on the coalition's goals
6. Address problems the community cares about & demonstrates results
7. Comprehensive Coalition Planning
8. Ability to adapt to changing community needs

# Leaders take responsibility for their coalition's success

Coalition leaders include:

- Positional leaders: Chair, Vice Chair, Sec.,....
- Community "Champion"
- Paid staff: Executive Director
- Organizational "Host"
- Committee Chairs
- Board of Directors
- Community Member
- Youth
- Others:





# Leaders take responsibility for their coalition's success

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## Principles of Collaborative Leadership:

- Focus the coalition on the goal
- Build champions/partners
- Maintain collaborative decision making & planning
- Diversify & energize coalition's volunteer base
- Help resolve member conflicts
- Communicate with the community
- Cultivate leadership in coalition members



# Leaders take responsibility for their coalition's success

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## Self Assessment:

1. Does our coalition have clearly defined and diversified leadership roles?
2. Do we actively recruit and retain new leaders?

# Involvement of community leaders, partner organizations, and community members

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Coalitions members should include:

- Key community stakeholders
- Members of the affected populations
- Partner organizations
- Sector representatives
- Community members
- Youth
- “Community Champions”





## Involvement of community leaders, partner organizations, and community members

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Champions are individuals who:

- Have a close relationship with the coalition
- Understand the benefits of the coalition
- Can help with strategies and overcome barriers or resistance
- Can influence others in the community
- Can communicate to a broad audience
- Will become furious if the coalition does not succeed



# Involvement of community leaders, partner organizations, and community members

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## Self Assessment:

1. Does our coalition membership include diverse representation from the community?
2. Are there individuals in the community that will CHAMPION our efforts?

# Diversified funding from the start

## Create a Long-term Budget



Expense	Year 1	Year 2	Year 3	Year 4	Year 5
Staff					
Salaries					
Benefits					
Program/Activities					
Supplies & Materials					
Location					
Transportation					
Recognition					
Administration					
Rent					
Supplies					
Utilities					
<u>Overhead</u>	_____	_____	_____	_____	_____
Total					



# Diversified funding from the start

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Diversified funding includes:

- Local Fund Raising Activities
- Grant Writing
- Professional Fund Development Activities
  - Individual giving
  - Corporate donors/partnerships
  - Capital campaigns / Create an endowment
- Organizational Budgets (Line Item)
- Fee for Services



# Diversified funding from the start

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## Self Assessment:

1. Has our coalition determined its long-term (5 year) funding needs?
2. Do we have a plan to diversify our funding sources?

# Solid infrastructure



Clear roles and organizational structure:

- Create written “job descriptions” for all roles created by the coalition.
- Get members’ agreement on the expectations for active membership
- Establish the objectives and authority of each committee/workgroup

Avoid spreading the coalition’s efforts too thin.



# Solid infrastructure

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Good meeting and communication habits:

- Hold meetings regularly
- Use an agenda - distribute early
- Keep the meeting on track/keep minutes
- Agreed upon decision making process
- Use e-mail lists, on-line groups, blogs, etc.
- Befriend the reporter at your local paper
- Make information available.



# Solid infrastructure

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Appropriate legal and fiscal organization -

Determine how the coalition will operate:

- Fiscal accounting
- 501(c)(3) status
- Insurance/liability coverage



# Solid infrastructure

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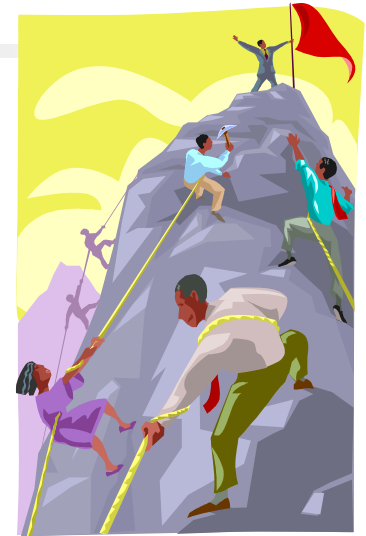
## Self Assessment:

1. Are roles and responsibilities of coalition members clearly defined? and Understood by members?
2. Does our coalition effectively engage and communicate with coalition members?
3. How much structure is appropriate for our coalition?

# A clear focus on the coalition's goals

What is your coalition's:

- Vision
- Mission
- Specific Goals and Objectives



How are these communicated within the coalition? With the community?



# A clear focus on the coalition's goals

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What can interfere with maintaining a clear focus on the coalition's goals?

- New grant opportunities
- New community leaders/partner organizations with different goals/needs
- Confusion with specific program/strategy goals
- Events in the community
- Changes in Staffing, funding



# A clear focus on the coalition's goals

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## Self Assessment:

1. Can coalition members clearly articulate its Vision, Mission and Goals?
2. How does the coalition consider “challenges” to the Vision, Mission and Goals?

# Address problems the community cares about and demonstrates results



- Inform the community about substance abuse problems and issues.
- Find out what problems the community cares about. What if substance abuse is not a priority?
- Communicate what is being done about the problem by the coalition and its partners.
- Demonstrate results/ outcomes from coalition and partner efforts.

# Address problems the community cares about and demonstrates results

## Targeted Marketing

Target	Information to be Shared	Communication Method
<b>Public officials</b>	Information about program cost and effectiveness Participants / clients involved Impact on the broader community.	One on one meetings / phone calls Presentations at council meetings
<b>Community residents</b>	Problem being addressed. Benefits of the program. Recognition for those involved.	Newspaper articles Newsletters
<b>Clients / Participants</b>	Program implementation results. How they can stay involved.	Program events Follow up meetings, mailings, emails
<b>Program Directors &amp; Managers</b>	Cost & Evaluation results Benefit provided to clients/participants Partners contribution to the program.	Internal staff, Board Meetings Internal newsletter
<b>Funders</b>	Evaluation results Cost of the program	Regular reports Personal phone calls, emails
<b>Media</b>	Dates and times of specific program related events Evaluation results	Press releases Invitations to attend
<b>Partners</b>	Evaluation results Implementation costs & benefits Recognition of those involved.	Regular reports Personal phone calls, emails
<b>Champions</b>	Evaluation results Benefits provided to clients, participants, partners, community	One on one meetings, personal phone calls, emails Regular reports

Adapted from WestCAPT Prevention Planning Step 7: Evaluation



# Address problems the community cares about and demonstrates results

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## Self Assessment:

1. How does the coalition monitor and assess changes in community conditions?
2. How does the coalition communicate its issues, initiatives and successes with the community?

# Comprehensive Coalition Planning

Includes planning for:

- Short-term funding and resources
- Communications/marketing
- Evaluation and data collection
- Training and technical assistance
- Fund raising
- Administration and Operations
- Program/strategy implementation
- Strategic planning process





# Comprehensive Coalition Planning

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## Self Assessment:

1. How proactive is the coalition in its planning?
2. What is the most appropriate balance between planning and action?

# Ability to Adapt to Changing Community Needs

To adapt - coalitions must:

- Stay current with changing community needs
- Modify strategies and procedures (as needed)
- Form effective partnerships
- Provide training/coaching to members
- Arrange for technical assistance





# Ability to Adapt to Changing Community Needs

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## Barriers to Change in a Coalition

Potential Barrier	Action to Address



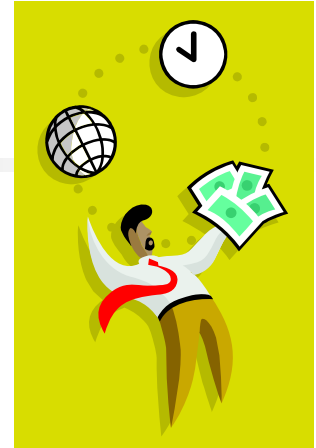
# Ability to Adapt to Changing Community Needs

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## Self Assessment:

1. What processes are in place to adopt to changing community needs?
2. How will the coalition address potential barriers to change within the coalition?

# Sustainability Planning



Six steps in sustainability planning:

1. ***Identify what must be sustained***
2. Identify what resources are required
3. Create case statements
4. Determine funding strategies
5. Identify potential partners
6. Action plan for potential partners

Source: CADCA, Coalition Ideas Corner: Sustainability—The Life of a Coalition.

# Next Steps



## Taking it home-Sustainability

1. How should you engage the coalition?
2. When should you do it?
3. Who should be involved?
4. What training and information do they need to participate?



# CADCA Sustainability Resources

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Resources available on the CADCA National Coalition

Institute website: [www.coalitioninstitute.org](http://www.coalitioninstitute.org)

- Powerpoint presentation (in .pdf format)
- Coalition Sustainability Checklist
- CADCA Sustainability Primer
- CADCA Capacity Primer
- Sustaining Coalitions: Key Elements.
- Sustainability: Principles of Collaborative Leadership

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