Sustainability Primer: Fostering Long-Term Change to Create Drug-Free Communities

CADCA's National Coalition Institute, developed in 2002 by an act of Congress, serves as a center for training, technical assistance, evaluation, research and capacity building for community anti-drug coalitions throughout the United States.

In 2005, the Institute started a series of primers to help coalitions navigate the Strategic Prevention Framework (SPF). The Substance Abuse and Mental Health Services Administration (SAMHSA), an agency of the U.S. Department of Health and Human Services, developed the SPF for use by community coalitions in their efforts to reduce substance abuse at the population level. Each primer is designed both to stand alone and to work with the others in the series. While we have focused on the inclusion of sustainability in all elements of the SPF, any community coalition can adapt the materials in this primer to its own needs.

CADCA's Institute designed this primer to provide anti-drug coalitions with a basic understanding of sustainability and its importance in achieving long-term reductions in rates of substance abuse. Pay close attention to identifying what initiatives your community must continue and which resources are necessary to help you develop an effective sustainability plan. Coalitions should ensure that they have enough staying power to see the results of their efforts to create population-level change.

You will find additional information on sustainability, the SPF's primary components and all of the published primers on the Institute's Web site, www.coalitioninstitute.org.

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INTRODUCTION

Drug-Free Communities Support Program

In 1997, Congress enacted the Drug-Free Communities Support Program (DFC) to provide grants to community-based coalitions to serve as catalysts for multisector participation to reduce local substance abuse problems. By 2007, nearly 1,300 local coalitions received funding to work on two main goals:

- Reduce substance abuse among youth and, over time, among adults by addressing the factors in a community that increase the risk of substance abuse and promoting the factors that minimize the risk of substance abuse.
- Establish and strengthen collaboration among communities, private nonprofit agencies, and federal, state, local and tribal governments to support the efforts of community coalitions to prevent and reduce substance abuse among youth.

Sustainability

What you need to know:
- What must be sustained *
- What resources are required *
- How to identify resources in your community
- The essential benefits your coalition brings to the community

What your community needs to do:
- Formalize roles within the coalition for sustainability planning and fund raising (e.g., a specific committee or task force on coalition sustainability)
- Incorporate discussion of sustainability and current and future human, social and material resource needs into every stage of coalition work
- Determine what funding strategies will best serve your coalition *
- Identify and recruit potential partners and stakeholder groups within and outside your community that might connect with your coalition's mission and provide support for your strategies *

The products your community needs to create:
- Case statements of the value and resource needs of coalition initiatives and strategies, as well as of the coalition as a whole *
- An action plan to contact and present to potential partners *
- A sustainability plan that matches coalition strategies to resource development approaches and sets benchmarks for progress in achieving sustainability

* See the six elements of a sustainability plan in the checklist on page 38.

SAMHSA's Strategic Prevention Framework

This is one in a series of primers based on the Strategic Prevention Framework (SPF).[1] CADCA utilizes the SPF to assist community coalitions in developing the infrastructure needed for community-based, public health approaches that can lead to effective and sustainable reductions in alcohol, tobacco and other drug (ATOD) use and abuse. The elements shown in Figure 1 include:

Assessment. Collect data to define problems, resources and readiness within a geographic area to address needs and gaps.

A word about words

What is your goal? Your aim? Your objective? Perhaps more importantly, what is the difference? At times, the terms seem interchangeable. Often, the difference depends on who is funding your efforts.

To minimize confusion, we have added a chart (see page 40) that highlights terms often used to describe the same or similar concepts.

Figure 1. The Strategic Prevention Framework

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[1]. The Substance Abuse and Mental Health Services Administration (SAMHSA) developed the SPF to facilitate implementation of prevention programming.

Capacity. Mobilize and/or build capacity within a geographic area to address needs.

Planning. Develop a comprehensive strategic approach that includes policies, programs and practices creating a logical, data-driven plan to address problems identified in assessment.

Implementation. Implement evidence-based prevention strategies, programs, policies and practices.

Evaluation. Measure the impact of the SPF and the implementation of strategies, programs, policies and practices.

Sustainability and the SPF

This primer focuses on the process that the Institute suggests community coalitions use to develop sustainability as they work through the elements of the SPF. SAMHSA lists it as a cross-cutting element of the SPF. Likewise, we believe that sustainability affects all aspects of coalition building and include it as one of our 15 core competencies for achieving community change. These core competencies—which research indicates are present in effective coalitions—align closely with the SPF (see Figure 2 on page 7).

The SPF process fosters collaboration by enabling individuals to better understand the mission, vision, strategic plan and their role in helping the coalition achieve its goal of a safe, healthy and drug-free community. Coalitions that merely conduct a string of activities that do not fit into a strategic plan perpetuate members working in isolation, because no one understands how their contribution relates to the larger whole.

This primer seeks to answer three key questions (see chart on page 4):

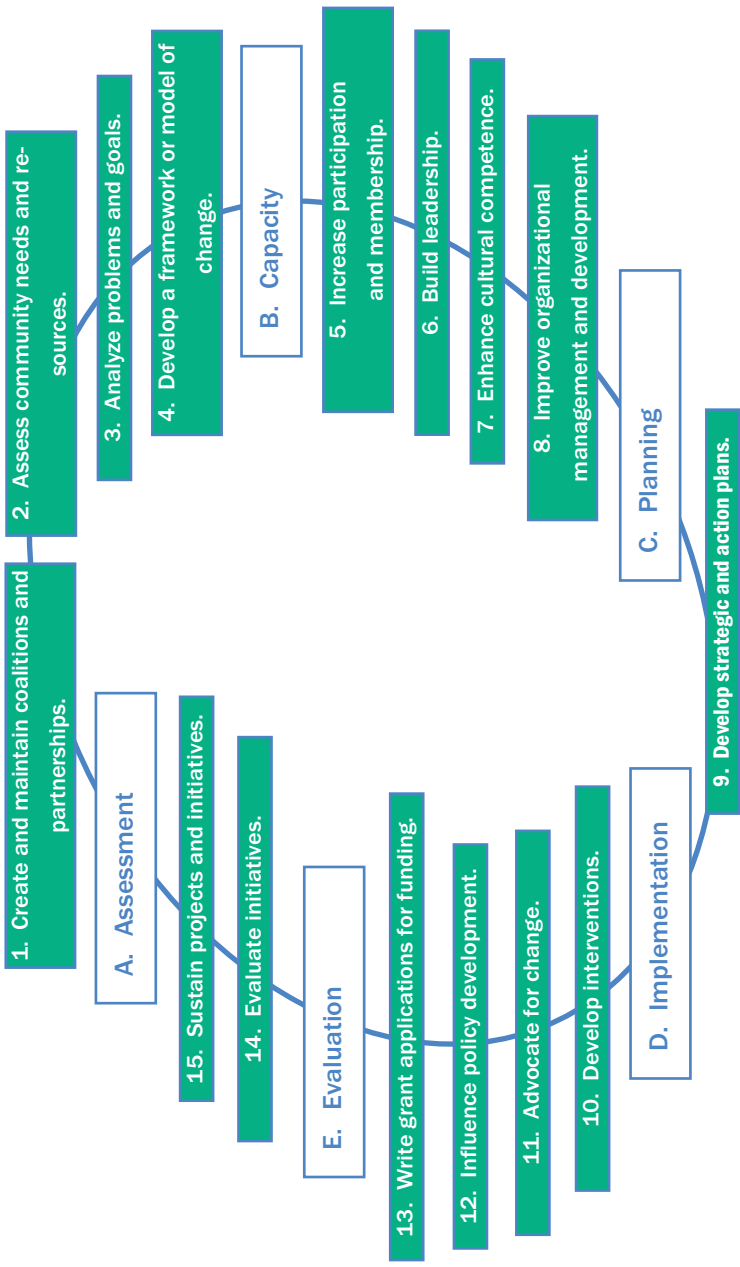**WHAT** does your coalition need to know about sustainability, and why is it of critical importance as you develop and implement a comprehensive community plan to reduce substance abuse?

WHAT does your coalition need to do to develop sustainability as it moves through the elements of the SPF?

WHAT products should you develop to ensure sustainability for your initiatives and coalition?

Figure 2.

Skills Required to Implement the Strategic Prevention Framework

The relationship between SAMHSA's Strategic Prevention Framework and the Core Competencies* supported by CADCA

1. Create and maintain coalitions and partnerships.

A. Assessment

2. Assess community needs and re-sources.

3. Analyze problems and goals.

4. Develop a framework or model of change.

B. Capacity

5. Increase participation and membership.

6. Build leadership.

7. Enhance cultural competence.

8. Improve organizational management and development.

C. Planning

9. Develop strategic and action plans.

D. Implementation

10. Develop interventions.

11. Advocate for change.

12. Influence policy development.

13. Write grant applications for funding.

E. Evaluation

14. Evaluate initiatives.

15. Sustain projects and initiatives.

*Core Competencies 2004 © University of Kansas. Used by permission.

We encourage your coalition to *think* comprehensively, even if it cannot *act* comprehensively at the moment. Maintain a strong focus on your community's needs and avoid "borrowing" another group's sustainability plan. While you can incorporate ideas and concepts from others to jump-start your own efforts, to make real change in *your* community, custom design a plan that matches your area's unique characteristics.

This primer builds on others in the series by laying out a framework and describing key considerations and action steps for coalitions to include in their journey to sustainability. The remainder of this publication is organized into five chapters:

- **Chapter 1** provides a definition and an orientation to the key concepts of coalition sustainability.
- **Chapter 2** discusses approaches for maintaining the *inner vitality* of your coalition and applies these strategies to the critical task of continuing your coalition's *efforts* and sustaining the coalition *operation*.
- **Chapter 3** looks at how your coalition can maintain the *external viability* of its work by creating value-added and sustainable impacts in the community.
- **Chapter 4** zeros in on what people think when they discuss program or coalition sustainability: the money! We put the development of financial and material resources in context and discuss ways in which your coalition can build a solid and diverse *portfolio of funding strategies*.
- **Chapter 5** connects the elements of "sustainability thinking," discussing *how it fits into the larger picture* of the SPF framework and how to develop a *sustainability plan* tailored to your coalition.

Learn more about the SPF

This primer focuses on sustainability and how to integrate the concept into each element of the SPF. You can learn more about the SPF from the Institute's primer series and Web site, www.coalitioninstitute.org. Additional discussion of sustainability also is included in the Institute's *Capacity* and *Implementation* primers.

A word about cultural competence as it relates to sustainability

The relationship between sustainability and cultural competence deserves special attention, because they need to be managed closely and tend not to receive their fair share of attention. Both should be addressed at every stage of your coalition's work—from assessment through evaluation.

Fiscal worries can sometimes translate into short-term and shortsighted efforts to bring in resources—and may occur at the expense of culturally competent values and strategies. Guard against this, because you may find yourself gambling away your coalition's effectiveness and credibility with cultural groups in your community. Approaches for ensuring sustainability in light of concerns for cultural competence include the following:

- **Ask first.** How are the different strategies under consideration aligned, or not, with the values of different groups in our community? *Note: Be sure to engage members of those groups in these discussions.*
- **Let history be your guide.** Many community groups can share stories of how their cultural perspectives have been ignored or misinterpreted. Take time to learn the history so your coalition does not undermine its sustainability by repeating earlier mistakes.
- **Work with culture, not against it.** Remember, culture represents a resource, not a burden. Building on your community's cultures can yield creative ideas for outreach and fund raising, resources for communications and space, and more. For example, hold activities in the cultural venues in the communities of interest with which your coalition interacts. You may find free or low-cost space that meets community needs.

CHAPTER 1:   THINKING ABOUT COALITION SUSTAINABILITY

"Sustainability" is a term that we hear more and more often. Whether in talk about our natural environment or a new community program, the questions on the minds of many funders, leaders and community stakeholders are...

*Does what you/we are doing make sense
as a long-term strategy?
and...
Can you/we keep this up?*

In the context of running a specific initiative or executing a comprehensive strategy, we define sustainability as the likelihood of that approach continuing—especially after initial funding ends. Sustainability in the context of coalition

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

work is even more complex. Broadly stated, it is the ability of your coalition to maintain the **human**, **social** and **material resources** needed to **achieve your long-term goals** for community change. This guarantees that your coalition can have ongoing *vitality* in its internal structure and process, and ensures *viability* of its strategies in the community. The components of this definition include:

> **Sustainability planning for DFC grantees**
>
> While crafting a formal sustainability plan is a great idea for *all* coalitions, it is **required** of coalitions receiving DFC funding in years 3 and 7 of their grant period. But do not wait that long to develop a plan. Indeed, you should be thinking of sustainability as you begin to work through the elements of the SPF. Incorporate the tips presented throughout this primer and take note of the ideas your coalition generates, and you will find that the formal plan practically writes itself!

Long-term goals for community change. First, achieving significant change in your community takes time. The conditions that foster substance use and abuse did not develop overnight, and your coalition will not change them quickly. If you are serious about affecting the

problem in a meaningful way, acknowledge that you are in it for the long haul. It may take several years to enact the changes you identify and realize the long-term effects. Much can—and likely will—happen over the course of those years. Smart coalitions not only get things done now, they also prepare for changes that can affect coalition work in the foreseeable *future*.

Human resources. Your coalition's *internal vitality* depends largely on the skills, talents, experience and energies involved in your activities. Sustainability requires that your coalition be prepared for and cognizant of changes that can affect these critical resources:

- Some coalition members will leave their roles or their organizations for new ones. Members' responsibilities at their home organizations will shift, creating changes in availability and interest to focus on coalition work. As **natural turnovers** occur in local organizations, they will carry over into your membership; old members must be replaced and new ones brought into the fold.
- Likewise, your coalition will encounter **changes in leadership** because of expected changes in levels of leader interest and in the type of leadership required as your group's work evolves.

The Institute's *Capacity Primer* offers helpful tips on developing a strong member base and solid leadership. As a coalition focused on sustainability, you need to recognize that human resources must be continually developed, renewed and replenished.

> ### When should we start thinking about sustainability?
>
> Many ask this question, but most already know the answer. Coalitions should start planning for sustainability as soon as coalition formation and planning are under way. If you think of sustainability as a proactive extension of having the resources to make change and the strong capacity to use them well, you will see why **sustainability should be incorporated early on in your process**. As your coalition gets off the ground, you will need to focus on membership and startup activities. But once you are stable, do not get too comfortable!
>
> True sustainability does not come from a grant application every few years—it grows from a **strategic orientation** to your coalition's work and **ongoing attention** to the building blocks that make up your coalition's vitality and viability.

Social resources. Your coalition's *external viability* depends on the degree to which you remain well connected to your surrounding community and continue to serve an important niche in the "ecology" as it relates to the problem of substance abuse. Your group must continue to develop *social resources*—strong connections to and relationships with stakeholders inside and outside your community.

- The **community system affecting the issues** will change as key local agencies alter their own programs and policies in pursuit of their organizational missions. New organizations may crop up, and some may fold. School systems and government departments may reorganize to accommodate changes in the community and seek cost-effective operational strategies for their work. Grassroots organizations will experience their own successes, setbacks and changes in leadership. All of these changes affect who in the community is ready and able to partner.
- The **connections among your community and others** also will change. One growing trend indicates a shift toward regional approaches to development and service delivery. Your coalition may find itself with a broader range of available partners—but also a wider focus and range of concerns.

Material resources. The levels and types of material resources available for your coalition's work will depend on the availability of various funding streams and perceptions about how substance abuse prevention fits into community priorities.

- **Available funding streams** will change, bringing different requirements, resource levels and opportunities.
- The **landscape of issues** that your community faces will change, too. As part of this, priorities may shift. Substance abuse may be a major focus of attention in your community— or it may receive some attention but be overshadowed by other pressing community needs. Either way, expect levels of interest and urgency around substance abuse prevention to change.

In short, true sustainability means ensuring that your coalition can successfully navigate a changing landscape, secure resources and

hold itself together long enough to realize the fruits of your work and achieve your ultimate goals.

Maintaining the internal vitality and the external viability of your coalition's work does not happen easily or on its own. But, with focus and planning, your coalition *can* make wise choices that will maximize your odds for long-term success.

"Tough love" about coalition sustainability

Coalitions often are squeamish about engaging in sustainability planning, and many put off thinking about it or crafting plans for ongoing funding until deadlines loom and/or existing grants are set to disappear. Let us be clear:

A coalition not thinking about sustainability on some level may be unworthy of the community's investment of time and resources.

Why take this hard-line approach to sustainability? Recall that community change will take time. If your coalition means business about addressing the problem of substance abuse in your community, you *owe it* to your members, supporters, partners and champions to be around to see things through.

When coalitions fold before they have accomplished their goals, they leave more than just unfinished agendas: They often create a feeling of futility about those community issues, bitterness about wasted time and a sense of jadedness about the potential of collaborative work. If this is the ultimate outcome of your coalition's efforts, then your legacy may be to *reduce the capacity* of your community to solve the problems of substance abuse.

Opportunities and energies are precious commodities in any community. Do not let your efforts go to waste.

CHAPTER 2: SUSTAINING YOUR COALITION'S VITALITY

How does one gauge the "internal vitality" of a coalition? In essence, we are looking for two things:

1. The extent to which a coalition can sustain the *efforts* of members and partners and continue to harness these toward the larger goals of the coalition; and
2. The extent to which a coalition can maintain a functional base of *operations* by sustaining the core support roles and administrative resources needed to keep the coalition's work running smoothly.

Seven habits of highly sustainable coalitions

This primer presents ways to think about sustainability at different levels of your coalition's strategy, operations and points in your activity cycles. However, there are seven habits or "super skills" that cut across many of these components. Ask yourself, to what extent does our coalition practice this? Where do opportunities exist to instill this habit and put it to work in our coalition's efforts?

1. **Guard your capacity.** Sustainability encompasses much more than dollars. Your coalition's capacity—its membership, relationships, leadership and organizational strength—is like a goose that lays golden eggs. *You have to take care of the goose!* Sadly, some coalitions fall into the routine of working to maintain collaboration at the expense of crucial components of capacity that led to their initial success. In facing new decisions, think about how they affect your coalition's ability to work collaboratively. Are there creative opportunities for growth? Does a particular strategy or decision limit your capacity?

2. **Track your progress.** While evaluation is an essential component of a coalition's process (see the Institute's *Evaluation Primer* for more information), tracking your coalition's general progress—even less formally—represents an extraordinarily powerful part of your sustainability tool kit. An ongoing sense of your group's status relative to its goals helps you clearly outline what additional resources are needed and how quickly results can be achieved.

3. **Focus on the goal.** Substance abuse is complex and relates to other community and youth issues. Far too often, coalitions pursue strategies tangential to the main focus of their work, under the guise that they affect the same population or relate to the core issues. Beware of these distractions!

In the end you have only ONE goal: to reduce or eliminate substance abuse problems in your community.

4. **Seek local support first.** Smart coalitions know that the majority of resources—and the ones you can best rely on—will always be right at home. A "local first" approach means that your coalition will create more opportunities to engage partners, exercise a broader and more creative scope of funding options and have local buy-in to demonstrate support of any external funding for which you *do* apply. See the table on page 32 for a sense of the range of strategies that can be used to raise resources locally.

5. **Always add value.** Your coalition functions because key stakeholders in the community see *value* in having a collaborative venue. Look for ways that various strategies to raise funds and develop partnerships can add value for diverse groups in the community. The table on page 32 provides food for thought on how to see funding strategies through a different lens.

6. **Tell a story.** All too often, coalitions get so bogged down in *doing* the work that they lose track of how to *talk* about their contributions. All coalitions need to make sure that they continuously spread the word about their efforts and impacts. What does storytelling have to do with sustainability? Developing your coalition's story gives you a succinct way to communicate with potential funders and partners about your aims. *Stories resonate* and because they connect with our emotions, they have a more memorable quality than mere facts and figures. Finally, stories build capacity—by promoting solidarity and a shared sense of the coalition's past, present and future among coalition members themselves.

7. **Keep learning.** Smart coalitions recognize that there is always room to grow and more to know about preventing and combating community problems. By keeping an open mind and a learning orientation, these coalitions become more resilient and better able to adapt to changing conditions.

Sustaining the effort: Maintaining involvement and energy

While many coalitions hope that a hefty grant will be the end of their sustainability worries, in reality you need the *commitment* of many people and partners to your coalition's work over a long period of time, and you need to know that this interest runs deeper than the money brought in by a grant. Key strategies for thinking about and sustaining the effort behind your coalition's work include:

☑ **Build and maintain momentum with incremental goals and "small wins."** During your coalition's assessment and planning phases, you identified a broad range of targets and several ambitious goals for addressing conditions that facilitate substance abuse in your community. Make sure that as you create your road map for change, you break these goals into smaller mini-goals. As your coalition achieves "small wins," a sense of productivity and accomplishment, greater commitment by members and partners, and a reputation for your coalition as a group that "gets things done" will follow.

☑ **Use the power of "legitimate peripheral participation."** This describes how groups can revitalize their membership by creating opportunities for participants at multiple levels and the means for less-central participants/partners to fluidly become more central. The result: a deep bench from which your coalition can draw. Here are the keys to this:

• Create many *ways* to participate.
• Enable different *levels* of participation. "Peripheral" participation means that you create opportunities for low-intensity and low-commitment involvement in coalition activities so that people can participate in ways that work for them.
• Ensure that all participants are viewed as *legitimate*—regardless of their level of involvement. Commitment to your coalition will grow when peripheral members see that the coalition honors and accepts them as genuine contributors, even if they are not currently part of the coalition's "inner circle."

☑ **Know when the time comes for a particular initiative to "grow up" and move on.** A coalition's overall energy for change can wane if it settles into a pattern of operating one or more static initiatives or programs designed to recur year after year. Remember: *A coalition is not a program*. While it can make sense for a coalition to take ownership of developing and seeding a particular initiative or intervention, maintaining these initiatives limits your coalition's ability to be agile and to develop new partnerships and strategies for change. This saps the vitality of your coalition and constrains your ability to *add value* above and beyond the work of individual organizations in the community.

- Think of these initiatives as teenagers: We love them and are invested in their success, but we know they should not live with us forever. Have a frank conversation with your coalition about when it is time for a particular initiative to grow up. Identify as a group whether the initiative can be spun off into a stand-alone entity, continued under the ownership of a partner organization or evolved into something else entirely.

☑ **Overcome issue "silos."** Energy for change wanes when community issues are sliced too thin, dividing human and material resources in too many ways. While your coalition needs to stay focused on your main goal (see Habit #3 on pages 14–15), you also can free up energy by seeking connections with groups working on related issues. Do not feel that your coalition has to take on all the problems of the community, but partner with others to find ways to reduce redundant efforts and find joint strategies that benefit everyone's interests.

Sustaining the operation: Funding administrative expenses

One of the challenges facing many coalitions as they grow their strategies: *How do we secure ongoing funding for the administrative overhead or core functions of running the coalition?* This problem emerges, in large part, from trends in grant making: Foundations and other grant makers have moved away from funding administration and organizational infrastructure on an ongoing basis. Simply put, most grant makers are not interested in funding *operations*—instead, they see themselves as investing in *impacts* or *opportunities.* They want to show concrete results and clearly communicate to *their* constituents how their funds produced those results. In the end, *what you do*—the community-level strategies and interventions spawned by your coalition—and not the existence of your coalition will "move the needle" on substance abuse issues.

This dynamic puts coalitions and stand-alone nonprofits in a "Catch-22" situation: The work that gets funding requires organizational infrastructure. Or, to quote one coalition leader, "It's hard to make community change when we're worried about keeping the lights on."

This will continue to be a struggle in the nonprofit sector, but strategies exist that can help your coalition think about and maintain administrative and operational support:

☑ **Keep it lean.** It bears emphasis that throughout the process of developing ongoing support for administrative costs, you will have an easier time if your coalition operates in a lean manner. Some coalitions make the mistake of building more infrastructure than they can reasonably support on an ongoing basis. This hurts your coalition in several ways. First, heavy organizational structure has a way of becoming "reality," i.e., while coalition operational support needs are often fluid, the coalition's staff structure can quickly be perceived as static and solid. It is hard to rethink true infrastructure needs, especially when the livelihoods of good people passionate about substance abuse prevention are on the line. Second, it can (ironically) have the effect of making your coalition *less* robust by encouraging staff to take on too great a role themselves rather than leveraging partnership opportunities to get the tasks done. No matter what, you will want to ensure that your organizational overhead falls in line with your coalition's activity level.

☑ **Think flexibly about resource needs.** Your coalition's options for supporting operations will expand or contract with how creatively you organize your work. Plan for *roles and functions,* not *specific positions.* Trained, dedicated staff or outside facilitators can be a terrific help when your coalition can afford them. But if it cannot, be creative about completing the work. Consider the following:

• Volunteers and interns—share the vital work of the coalition with community members old and young with passion for preventing substance abuse. Involve students and retirees and you will benefit from their tremendous energy and invite fresh perspectives.

- Shared staff—many agencies and organizations find themselves struggling to support their staff rosters. If your coalition does not need or cannot afford a full- or part-time staff member, find out if any partner agencies can allocate a percentage of someone's time to coalition management—even five hours a week for monitoring progress and maintaining communications can be a big help.

☑ **Consider adding a percentage of administrative overhead to budgets and funding requests.** Funders do not like supporting overhead, but some organizations *are* successful in gaining at least partial support for overhead expenses by documenting them as a reasonable surcharge of conducting an initiative. To make a case for this, you must know (1) what your operations cost and what fraction of these costs other sources may cover and (2) what percentage of your coalition's efforts or strategy a particular initiative comprises. If you can show a strong and reasonable link, you are more likely to persuade funders that the requested overhead support represents the "cost of doing business."

How long do we need to be around, and in what form?

Flexibility is one of the critical characteristics in fostering coalition sustainability—and even more powerful when combined with a healthy perspective of what your coalition needs to be and look like to achieve its goals.

Sustainability does not necessarily mean "forever and ever." It means "long enough." Maintain your coalition in the *right forms* at the *right levels* for the *right amount of time* to achieve your goals. Many long-standing coalitions find continued benefit in coordination and networking efforts. Others form to attain specific objectives, achieve them and either shift their self-definition or disband to form new groups around other issues.

Think about your coalition's goals and how they fit into the larger community picture, then work to support the group at the intensity level that will allow you to attain those goals.

CHAPTER 3: DEVELOPING AND SUSTAINING THE RESOURCES

In addition to sustaining the *efforts of members and staff inside* the coalition, your coalition needs to continually interact with its surrounding environment to make sure that it and the changes it fosters remain viable over the long run.

Maintaining external ties

Effective coalitions function well because they cultivate and maintain strong connections with organizations and individuals representing key sectors of their community. Coalitions must ensure close ties with the community, or conflict may arise. Here are key strategies for maintaining strong ties and presence in your community and beyond:

☑ **Learn the language of value.** Many coalitions and nonprofit organizations are much better at describing of community *need* than communicating the *value* of what they do. Moreover, when they do think about their value, they frame it in terms that *they* care about. Your coalition will benefit when you learn to think about how your work creates value in addressing needs and issues, and develop skills in *specifically connecting* your contributions to the perspectives, interests and priorities of multiple audiences. Recognize the diversity of potential "selling points" connecting different stakeholders to your efforts. As your coalition gears up for an organized effort—whether fund raising, partnership development or general communication and dissemination—map out your audiences and discuss the following as a group:

- How are we making a difference?
- To whom are we conveying this information (i.e., which person, organization, stakeholder, funder, etc.)?
- Why would—and should—*this* person, organization, stakeholder, funder, etc. care?

☑ **Get the word out early and often.** Find channels to communicate your coalition's efforts and successes with key stakeholders and the general public. If you want to maintain interest,

energy and awareness about your coalition, you cannot afford to fall silent to the larger community. Trust the fact that people want to know about your great work, and the more activity they hear about, the more interest there will be in supporting your activities. Specific strategies can include:

- News releases and press conferences marking successes or developments in your coalition's agenda (e.g., releasing your assessment report or strategic plan)
- Regular notices in the community section of your local paper, including updates about the coalition, mini-features on coalition members or partners, or short pieces about substance abuse in your community
- A coalition Web site or blog: These are easy and inexpensive to set up and maintain, so coalitions have little reason not to have a Web presence
- Newsletters (electronic and/or print)
- Direct mailings

Maintaining the change

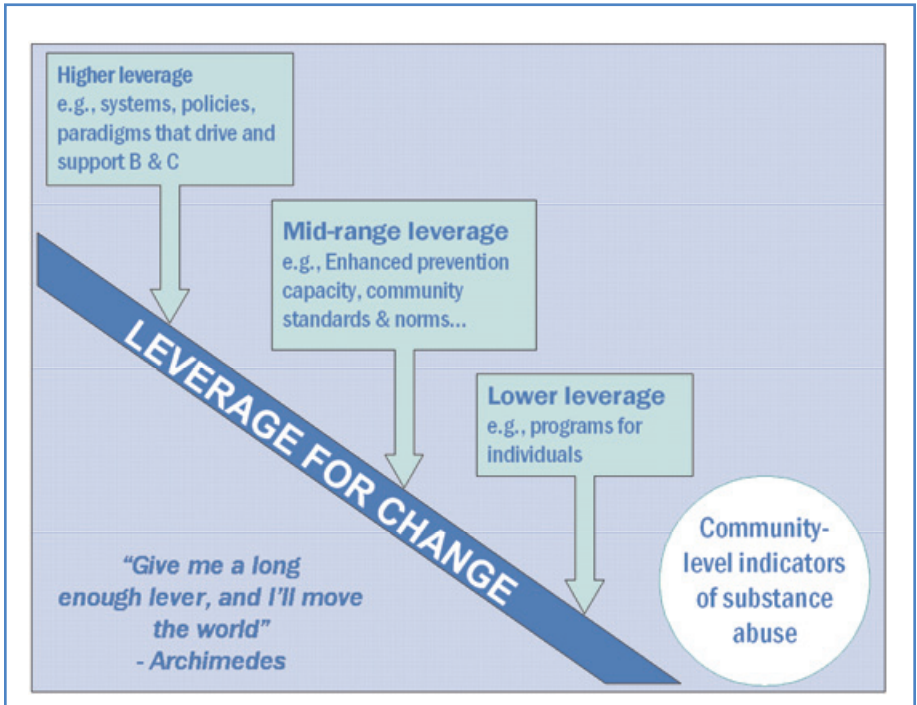There are two primary considerations when thinking about how to sustain change:

1. How deep/lasting are the changes that our strategies can create? Are we including enough high-leverage change strategies?
2. What are the operative forces that might actively or passively oppose or undo our work?

Consider that some changes are more durable and sustainable than others. Think about this in terms of where the change "lives." If the focus lives within individual youth (e.g., toward greater disapproval of binge drinking), the change can be positive, but must be made for many youth and repeated year after year. On the other hand, if you focus change at the community level (i.e., communitywide norms about binge drinking, greater enforcement of liquor laws affecting minors or larger policy changes that facilitate these), you have a broader reach and set in motion changes that can often take on their own life.

This is one bottom-line reason we emphasize that coalitions are not programs and should avoid running them. Every change effort—whether for individuals, organizations, or whole systems or communities—is like a lever, as illustrated in Figure 3. Longer levers create longer-lasting change. While your coalition will probably use multiple strategies to achieve its goals, it is essential to incorporate long-lever strategies in the mix.

A second consideration in sustaining community-level impacts is understanding that *opposing forces* can undermine or undo your changes, even after they seem to be institutionalized or adopted as community policies and norms. As a coalition bringing together multiple perspectives, one of your most valuable functions is to use others' eyes, ears and brainpower to identify risks to your initiatives and the changes they create, and organize to counteract these risks.

Figure 3. Leverage for Change

Higher leverage
e.g., systems, policies, paradigms that drive and support B & C

Mid-range leverage
e.g., Enhanced prevention capacity, community standards & norms...

Lower leverage
e.g., programs for individuals

LEVERAGE FOR CHANGE

"Give me a long enough lever, and I'll move the world"
- Archimedes

Community-level indicators of substance abuse

Geographic issues in coalition sustainability

Rural community coalitions face different issues when it comes to sustainability than their urban counterparts. Here are some potential differences to consider:

Urban communities

- Often receive a higher profile for their issues and a greater share of attention and funder focus.
- Sometimes have more wealth.
- Tend to have more influential municipal partners and less involvement of county government.
- Generally have more service provider organizations, meaning more potential partners, and more politics to juggle.

Rural communities

- Often receive less external funding, but sometimes have access to different funding sources than are available to urban communities.
- Likely have less overall wealth— but as a result, develop a strong sense of self-reliance and creative approaches to making do with little.
- Tend to rely more heavily on county or regional-level structures rather than on local township or village governments. This means that more cross-community collaboration is required to build an integrated and sustainable plan.
- Have fewer organizations and service providers—meaning that every partnership really counts.

CHAPTER 4:   SUSTAINING ACROSS COALITION LIFE CYCLES

It is no mistake that this chapter appears more than halfway through this primer. While money and other material resources *are* essential to executing effective strategies, securing and maintaining these resources must be built on a solid foundation. When a coalition approaches resource development from a well-grounded sense of its value, with energetic involvement from members and partners and with a shared understanding of what it needs to accomplish, it is in a better position to identify appropriate funding and partnership opportunities and make convincing cases for community support.

An effective approach to developing and sustaining material resources involves:

- **Identifying and eliminating** perceptual barriers to going after resources.
- **Developing** a clear sense of the specific resource needs of your coalition's strategies and pursuing a diversified funding portfolio to meet those needs.
- **Knowing** the constituents for your various funding strategies and meeting their bottom line.
- **Creating** organizational supports to incorporate resource development as an ongoing part of the coalition's strategic thinking.

Resources are more than money

Your coalition must identify the support required to maintain the effort and impact. In some cases, it is easier to secure non-cash resources. For example, another nonprofit may not be able to help you with money but can lend you vehicles. Some coalitions get rent-free space from their local congregations. A coalition usually needs the following non-financial resources:

- Supplies
- Space
- Personnel/time
- Transportation
- Technology
- Community (print/electronic)
- Technical assistance

Eliminating perceptual barriers to resource development

Developing sustainable resources takes effort, organization and savvy. Some of the greatest barriers to resource development do not stem from lack of inherent skills, but are grounded in perceptions and attitudes that create psychological blocks to taking action.

Two of the most basic of these blocks are the *fear of rejection* and an *aversion to "selling."* Nobody likes to be turned down, and as a society we have a negative perception of people seen as too "self-promoting." Sometimes we fear appearing conceited or opportunistic. If these fears and perceptions constitute barriers to your coalition's resource development efforts, consider:

- **You will be turned down sometimes.** No one gets every grant for which they apply, and not every request to a donor is greeted with a smile and a check. In fact, one could argue that if you are not getting rejections, you are not making enough requests. Help improve your approval rate with these tips:

  — Meet as a coalition to **review your tactics**. Brainstorm alternative ways to describe your work that may garner a warmer reception.
  — **Follow up** rejections with questions to identify issues or sources of resistance. For example, "I would like to understand your concerns so that we might address them and win your support next time. What could make our request more appealing?"
  — Consider outside **technical assistance** to build capacity. Attend professional workshops on fund-raising strategies, hire a grant writer or ask professional contacts not embedded in your coalition's work to lend a fresh eye to your request language and tell you what they find compelling about your approach.

Table 1: Perceptual barriers to coalition resource development efforts

	Thinking that *blocks* resource development	Thinking that *opens up* resource development possibilities
Fear of competitive backlash	"Sure, we'd like to raise more money and bring in more volunteers—but so would our member organizations. Won't we be in competition with them?"	"Our coalition serves a different purpose than our member organizations, and our work is about facilitating changes that no member organization can do on its own. We're not competing with their work—we're adding value to it!"
Myth of the zero-sum game	"There's only so much to go around—how can we ask the community to support our work that takes away from so many other organizations and issues?"	"What are the win-win opportunities? If our work is meaningful, not only will there be enough to go around, but we can strengthen each other by finding synergies—joint fund-raising campaigns, local business sponsorships...."
Resource-poor community	"Our community is resource-poor as it is... the funds just aren't there."	"Our community has a lot going for it—we need to think broadly about 'assets' and consider all of the creative ways in which people pull together and make things happen here."
Fat grant syndrome	"We already have a big grant—won't we be seen as greedy if we keep pursuing resources?"	"We do have a grant to accomplish certain things, but we need a strong base as well. We can connect with our community and make our grant money work harder if we create opportunities for organizations, individuals, businesses and others to invest in our work!"
Too new	"We're really just forming—isn't it a little premature to expect a lot of community support?"	"Sure, we don't have results yet, but we've done our homework and have a clear process and a plan that shows where we're heading. We'll start with small requests, and grow our donors as we grow our success!"
Too comfortable	"Our funding continues for another year and a half—when that's done, I'm sure we'll get another grant."	"Times are uncertain—let's show our value and build a base of local community investment. Also, let's take a look at where we plan to be in the next couple of years and see what kinds of partnerships and funding strategies will position us for the next phase."

- Think of it as *educating and inviting* rather than selling. Your coalition does important work, and it is appropriate to share your enthusiasm and knowledge. At the same time, realize that most of us want to make a positive difference. Show your coalition's work as a possibility for making that difference in your community, then you offer an opportunity for people to fulfill *their* goals, rather than pushing a product.

Beyond these, however, are several more subtle perceptual barriers to a productive resource development mind-set. Table 1 on page 26 lists some of the other common thought processes that can block openness to developing and pursuing creative funding strategies, and proposes some alternatives your coalition can use to open up new possibilities.

Developing a diversified portfolio

In many ways, planning the investment of resources in your coalition parallels planning for a personal investment portfolio. Any stockbroker will tell you, you need to have a *diverse array* of investments to achieve security.

Far too many coalitions make the mistake of relying primarily on grant monies to sustain themselves. Not only is this putting too many eggs in one basket, it is putting them in a *very dangerous* basket. The nature of both federal and foundation funding is such that a particular group is very unlikely to achieve stable, ongoing support over a long period. Grant funding is highly competitive and funders tend to spread the wealth and seek new and different projects and organizations to fund. Private foundations and federal agencies, in particular, often are not just looking to find "what works," they also like to seed innovation. Your coalition should innovate, but you want your strategies to be driven by what works

Is your coalition grant dependent?

Many coalitions form in response to an initial funding opportunity. Any impetus to collaborate can be viewed as positive, but if this describes your coalition, you will have to work to make sure your coalition transitions to sustainability. The shared interest represented by a good-sized pot of money is too often mistaken for shared values and a genuine commitment to collaborate. Too many coalitions that start from large initial grants fold a few years later when that incentive goes away.

best *for your community*—not by the ideas a set of program offi-cers would like to explore. Grant funding also follows trends. While your particular issues or strategies may be in vogue now, this may not be true in a few years.

There are basically four ways for your coalition to get the resources you need. You can

- Share
- Ask
- Charge
- Earn

Some of the more common approaches to building a diverse funding portfolio follow:

- **Local community grants.** Many communities are blessed with one or more umbrella funders or local foundations. Local fun-ders such as the United Way and community foundations can set up special funds to earmark donations for substance abuse prevention work. Get to know the staff of these organizations, and do not be afraid to ask about these possibilities.

- **Line-item budget allocations.** Coalitions can attain more secu-rity if they can convince one or more local government depart-ments or agencies to support coalition initiatives and/or infrastructure in their budgets. Depending on your community and the partners involved, this commitment could come from a range of agencies. For example, a parks and recreation de-partment funds positive alternatives for youth; the local health department may find that the coalition helps it fulfill man-dates; or the police department may recognize that its funds can go farther focused on prevention rather than enforcement and incarceration.

- **Individual and business donors.** An essential—and relatively simple—component of any sustainable coalition's long-term strategy is *asking people for money.* One of the best ap-proaches is to make personal contact with the people with whom you would like to connect. Find the groups that offer a chance to reach a large audience and ask their leaders for an opportunity to talk about substance abuse in your community and your coalition's work to prevent it. Business and service clubs and local chamber of commerce groups often provide terrific opportunities to connect with leaders and members of the business community.

- **Fund-raising events.** These provide an opportunity to raise money and to enhance the profile of your coalition across multiple segments of your community. There are nearly as many types and flavors of events as communities to host them.

  Large community fund-raising events are a great component of any coalition's sustainability portfolio because they offer the greatest opportunity to highlight your coalition's work to the widest array of community members. Part of the fun of planning a fund raiser is seeing how creatively and broadly you can use the venue to raise awareness of your coalition's work.

- **Social entrepreneurship.** Nonprofit organizations must explore ways to create goods or services that simultaneously promote their message *and* bring in additional income. Social entrepreneurship is most effective when it *synergizes* with your coalition's change strategies. Rather than taking time away from your main efforts, find creative opportunities to *layer* in an entrepreneurial component. For example, you could piggyback on an awareness campaign by having the prevention messages and artwork printed on t-shirts. Since your coalition does not want to get bogged down in running a complicated business operation, seek ways to cash in on opportunities that do not create undue overhead or startup expense. Consider the t-shirt example: The Internet offers services that can produce this sort of "prevention swag" on an on-demand basis, with little setup expense. Rather than laying out money for stock in advance, you can create such items as needed.

- **Fees for service.** Some coalitions—because of the range of expertise and experience of members are finding that *they* are a valuable commodity. For example, some groups develop formal training sessions to share their knowledge and offer these sessions with continuing education units for a fee to organizations and professionals. Other coalitions create miniature speakers' bureaus, with coalition members who have presentation skills offering talks to schools and other organizations for honoraria that are donated to the coalition.

This list highlights some ways your coalition can build a diversified portfolio. Consider:

☑ **Think broadly about resources.** Money is an obvious example, but many of your coalition's needs can be met in other ways. In particular, think about what your coalition might obtain through in-kind donations: volunteer time, technical assistance, space, supplies or equipment.

☑ **Match resources to coalition strategies.** Your development efforts can actually do double duty if your coalition thinks creatively. For example, consider a three-on-three basketball tournament one local coalition held as a fund raiser. One strategy the coalition wanted to promote was creating more positive recreational activities and youth-friendly public spaces as an antidote to the boredom that local youth said was a factor in drug use. The basketball tournament was not just an activity to help raise funds for the change strategy, it was a part of the change strategy itself, because the medium (community basketball game) *was* the message (youth recreation).

The organizers took advantage of every opportunity to synergize the event with the coalition's long-term development and communication plans. They invited the parks and recreation department as an organizing co-sponsor, and it provided supplies and equipment. They recruited sponsorships from local businesses, who in exchange displayed banners and merchandise. Local celebrities served as announcers and referees and the event received positive press coverage. Team sponsor sheets enabled individuals to set both a base sponsorship amount and an additional amount for every round advanced in the tournament, and donated prizes went to the winning teams and those who produced the most sponsorships. Everyone had a great time, the coalition drew a diverse crowd to hear its message and business sponsors were so pleased by the turnout and well-placed advertising that they promised to contribute again next year.

Match resources to strategies based on the gains, requirements and restrictions of those resources. For example, local grant funding often is tied to a particular initiative or objective—not the coalition's work as a whole. Be sure to counterbalance this funding with another strategy that does not carry restrictions.

☑ **You have to give to get.** Coalitions often fail to recognize how much effort it takes to secure resources. Keep volunteers happy and productive by investing time managing them and providing recognition for their efforts. Likewise, your coalition needs a system for donor management and appreciation and to track funders' reporting requirements.

☑ **Cultivate champions and a base of supporters.** Champions are respected individuals in your community who lend their clout in the vocal support of your coalition. Having a dedicated group of champions can make a huge difference. On the other end of the spectrum, a broad base of supporters and partners of influence in the community gives you a robust foundation for future efforts and helps you show prospective funders how much the community believes in your efforts.

Recognizing and meeting constituent needs

One secret to successful resource development is understanding that various funding and resource strategies draw from different constituent groups, and each group has its own interests, goals and values that it hopes will be served by contributing to your cause. In short, it is **bottom-line return on investment**. Your coalition's job is to make every transaction with a funder, supporter or partner a win-win exchange by making sure *you* support their bottom line.

Table 2 on page 32 lists the key funding strategies described previously, but highlights constituencies—and their bottom line—for each strategy. For example, grant makers have many motivations for funding particular projects, but at the end of the day most feel some pressure to show the impact of the dollars they invest. To the extent that you can, help them by monitoring, measuring and clearly communicating your coalition's impact. In contrast, public agencies also want to know that your efforts are working, but for them the bottom line is typically efficiency and value. To offer highly coveted line-item budget support, public agencies and organizations need to know that your work adds a high degree of value to their mission at less cost than it would take them to

create similar value. Business sponsors thrive on the visibility and good will that public recognition of their sponsorship garners. If you neglect to facilitate this public recognition, local business sponsors will dry up quickly. As you work with your coalition to review and develop funding strategies, ask, "Who are the main constituents for our strategies?" "What is their bottom line?"

Table 2. Key funding strategies for coalitions		
Funding type	Main constituency	Their bottom line
Grants	• Local foundations/United Ways • Private foundations • State agencies • Federal agencies	• Measurable impact that can be clearly communicated
Line-item budgets	• Local public agencies and organizations	• Efficiency • Value
Donors (individual)	• Individual donors at all levels of wealth	• Identity (gift meshes with sense of who they are) • Recognition • Tax benefit
Donors (business)	• Business donors and sponsorships	• Visibility • Good will • Tax benefit
Fund-raising events	• The community at large • Subgroups within the community	• Having fun • Doing good • Feeling great • Tax benefit
Social entrepreneurship	• The community at large or target markets within the community	• Fulfillment of individual needs or desires, including expression of identity (product/service meshes with sense of who they are)
Fees for service	• Local organizations or individual professionals	• Service value • Affordable expertise

"What is the value they get from supporting us?" "Are we doing everything we can to help them reap this value?"

Organizing for effective resource development

Developing and implementing plans for sustainability is no small matter—it involves considerable work. Sustainability is an insepa-rable part of your coalition's strategy and you need the structures in place to ensure that sustainability thinking is integral and ongoing in your coalition's larger conversation. Whether you call your team a sustainability committee, resource committee, or if you meld sustainability and external communications into one committee, recognize the powerful relationship between the two. Whatever the name, committee members can fill a variety of potential roles:

- Reviewing the coalition's strategic plan and identifying re-source needs and options
- Developing and implementing plans for raising in-kind and monetary support
- Monitoring potential external funding opportunities
- Developing and maintaining good relationships between the coalition and external constituent groups
- Following coalition progress toward its goals and translating it into announcements and press releases that can be used to raise further interest in the coalition

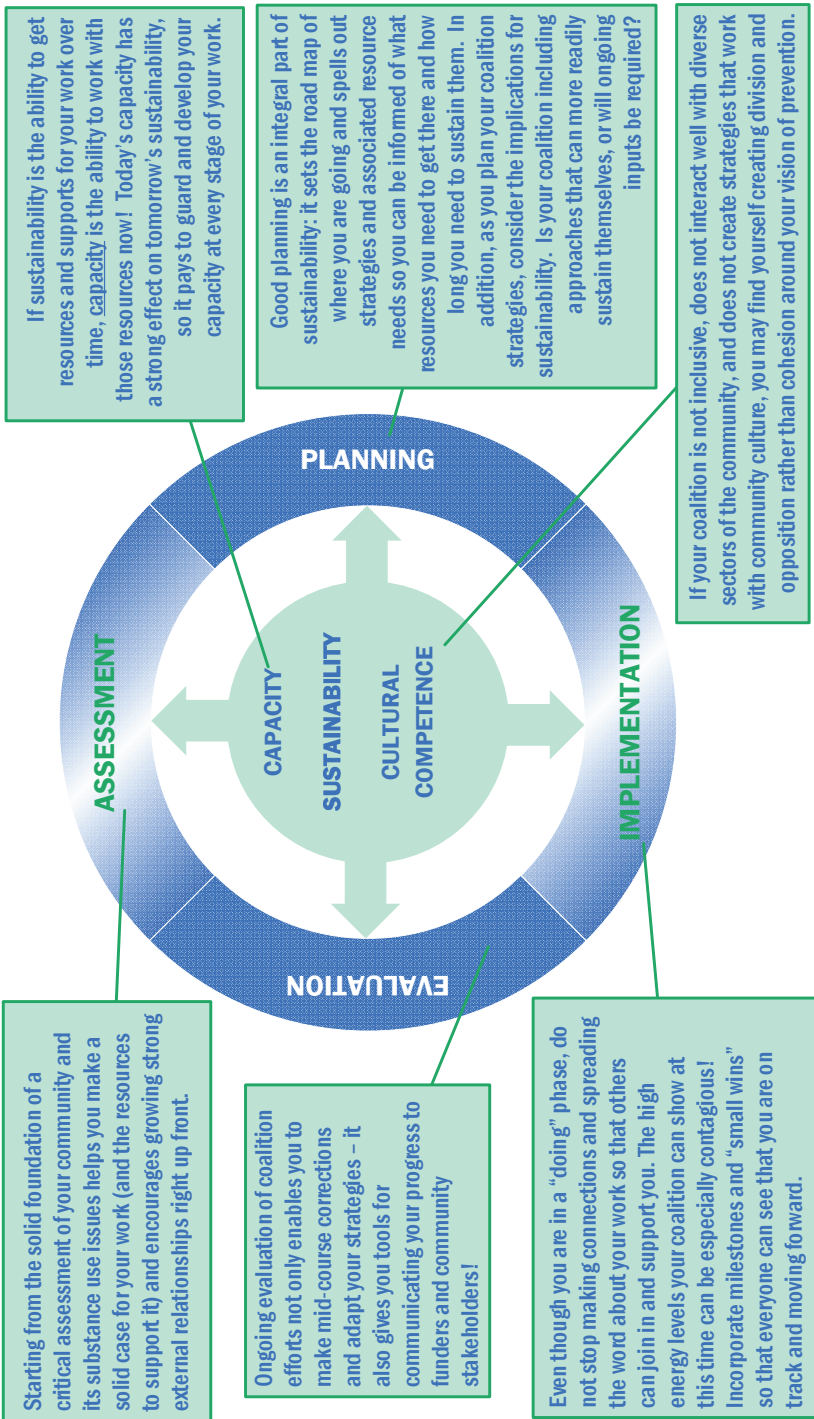# CHAPTER 5:   PUTTING IT TOGETHER: PLANNING FOR SUSTAINABILITY

No time is the wrong time to start thinking about sustainability. Figure 4 on page 35 illustrates how elements of sustainability are linked with every aspect of the SPF.

☑ **Start with an overall coalition plan.** To sustain your coalition's strategies clearly spell out what they are and have your members agree that these are efforts worthy of their commitment.

☑ **Know what the work entails.** The strategic plan may provide the higher-level view, but you must know what kinds of resources you need.

☑ **Scan the environment.** Stay apprised of who is in the community doing work that could mesh with, support or potentially work against your efforts. *Expect change*, and monitor local, state and national trends that could affect interest in and support for your coalition's work.

☑ **Get over barriers.** Examine resistance to your coalition when incorporating sustainability as an ongoing part of the work. As a group, discuss ways to rethink this resistance.

☑ **Brainstorm possible strategies.** Use the ideas presented here as a preliminary guide, but do not feel you need to stop there.

What is your policy?

Regardless of the resource development strategies your coalition decides to employ, it is a good idea to decide up front **which funding sources are and are not acceptable** to your coalition and community. Local prevention coalitions often receive offers of support from companies representing what one might broadly term the "alcohol industry": alcohol producers, tobacco companies or casinos. Some community coalitions categorically refuse monies from these sources, either to avoid any appearance of "sleeping with the enemy" or sending mixed messages to the community, or because they wish to counteract real or perceived targeting of their community by these corporate interests (as sometimes occurs, in particular, with communities of color). Other communities and coalitions have no problems accepting these funds. **The important thing is to have a clear policy one way or the other**, so that your coalition's efforts are not distracted or derailed by conflict when potentially controversial funding opportunities arise.

Figure 4. Coalition Sustainability Cycle

If sustainability is the ability to get resources and supports for your work over time, capacity is the ability to work with those resources now! Today's capacity has a strong effect on tomorrow's sustainability, so it pays to guard and develop your capacity at every stage of your work.

Good planning is an integral part of sustainability: it sets the road map of where you are going and spells out strategies and associated resource needs so you can be informed of what resources you need to get there and how long you need to sustain them. In addition, as you plan your coalition strategies, consider the implications for sustainability. Is your coalition including approaches that can more readily sustain themselves, or will ongoing inputs be required?

If your coalition is not inclusive, does not interact well with diverse sectors of the community, and does not create strategies that work with community culture, you may find yourself creating division and opposition rather than cohesion around your vision of prevention.

PLANNING

ASSESSMENT

CAPACITY

SUSTAINABILITY

CULTURAL COMPETENCE

IMPLEMENTATION

EVALUATION

Starting from the solid foundation of a critical assessment of your community and its substance use issues helps you make a solid case for your work (and the resources to support it) and encourages growing strong external relationships right up front.

Ongoing evaluation of coalition efforts not only enables you to make mid-course corrections and adapt your strategies – it also gives you tools for communicating your progress to funders and community stakeholders!

Even though you are in a "doing" phase, do not stop making connections and spreading the word about your work so that others can join in and support you. The high energy levels your coalition can show at this time can be especially contagious! Incorporate milestones and "small wins" so that everyone can see that you are on track and moving forward.

Brainstorm with your sustainability team the ways your coalition can connect your goals to those of others. Then think about what each of these groups could offer your coalition in terms of human, social and material resources. Finally, think about the opportunities to connect those two pieces.

☑ **Pick a portfolio of the best strategic matches.** Begin with one or two strategies and add others later. Examine how each strategy fits your group's aims. Is it better aimed at one area of the coalition's work, or can it be applied more generally? Are there ways to use this approach to secure resources *and* to raise the coalition's profile, increase community awareness or promote desirable norms? Is this a strategy that could grow year after year, or is it a one-shot opportunity?

☑ **Build and maintain relationships.** In the end, it is not fund raising but *friend* raising. Make sure others in the community know about your work, and follow up communication with personal contacts among the key stakeholder groups. Develop strategies for grooming sustainability leadership. Provide training for coalition members and volunteers who want to assist in resource development.

☑ **Implement your resource development strategies.** Follow through with your plans and monitor your resource development. Set visible targets for human, social and material resources, and share the progress toward those targets and remaining gaps with the whole coalition.

Creating effective case statements

- Your case statement should be in language you would use to explain the topic to a neighbor or friend.
- It should explain why your coalition is needed in your community:
  - What are the benefits/what is success?
  - What would be the consequences of it going away?
  - Why is the overall topic so important in your community specifically?
- It can be used over and over again with potential donors, volunteers and partners.
- It explains what resources are required for success.

☑ **Document your impacts.** Keep track of your progress and impacts formally and informally. This includes formal evaluation of major initiatives and group discussion on activities such as taking time to reflect as a group on what seems to be working and what is not and documenting lessons learned.

☑ **Watch the coalition around you.** Maintaining a strong membership base is everyone's job and a particular concern of coalition leadership. Members charged with fostering sustainability should be particularly mindful and call to the group's attention when energy seems to be lagging or new skills, experience or stakeholder group representation are needed. Remember, all the money in the world will not sustain your coalition if you do not have strong membership and good energy.

☑ **Develop formal case statements, talking points and presentations.** You will be more effective at every phase of soliciting support if you have prepared communication tools to share what your coalition is about, why your work is important, what you hope to achieve and sustain, and the kind of support others can provide. A clear, well-organized approach carries more impact and members will be more willing to help share messages if they have handy tools at their disposal.

Checklist for developing and implementing a sustainability plan

The following checklist suggests activities that your coalition should incorporate across its lifespan to develop and implement effective sustainability plans and practices. A sustainability planning worksheet also is available on the Sustainability page of the Institute Web site, www.coalitioninstitute.org.

Checklist for sustainability
IDENTIFY POTENTIAL PARTNERS; BUILD AND MAINTAIN RELATIONSHIPS: *(From the beginning and on an ongoing basis)*
☐ Build and maintain relationships.   ☐ Get over barriers.   ☐ Scan the environment.   ☐ Document and periodically review your impacts.
DO YOUR HOMEWORK: *(Concurrent with every coalition planning cycle)*
☐ Start with a good *overall* coalition plan.   ☐ Define what resources the work entails.   ☐ Develop your talking points.
DRAFT THE PLAN: *(Start in year 1 and update annually)*
☐ Identify what must be sustained.   ☐ Identify what resources are required.   ☐ Create case statements.   ☐ Determine funding strategies.   ☐ Identify potential partners.   ☐ Develop action plan to contact and present to potential partners
IMPLEMENT, REVIEW, LEARN, ADJUST
☐ Implement your resource development strategies.   ☐ Review your progress and adapt.

CONCLUSION

This primer has presented sustainability within the overall context of developing an effective coalition capable of creating and maintaining population-level changes in substance abuse rates. True sustainability is not just chasing dollars. Rather, it means being very clear about the aims of your coalition and mobilizing your community to join in the effort. Too often coalitions get sidetracked and derailed by pursuing funds for initiatives that are not germane to their central purpose. Avoid falling into that trap by periodically reviewing your logic model and other planning materials.

Building and maintaining the sustainability of your coalition to achieve its goals *is* an effort, but other coalitions have succeeded, and *so can you*. Keep sustainability in mind as an integral part of your coalition's overall strategy and refer to the action steps described throughout this primer, and your community will be celebrating your successes and reaping the rewards of your dedication to substance abuse prevention for many years to come.

A WORD ABOUT WORDS

As noted at the beginning of this primer, there are a number of terms that sometimes are used interchangeably. Often, the difference depends on who is funding your efforts or the field from which you come. The following chart highlights terms that often are used to describe the same or similar concept.

A word about words			
Assess	**Plan/Implement**	**Evaluate**	
"The problem is... But why? But why here?"			
What you want	**What you do to get there**	**Are you getting there?**	**Did you get there?**
• Aim • Goal • Objective • Target	• Activity • Approach • Initiative • Input • Method • Policy • Practice • Program • Strategy	• Benchmark • Indicator • Intermediate Outcome • Input/Output • Measure • Milestone • Short-term Outcome • Output	• Impact • Outcome • Results
←-------------------------- Build Capacity--------------------------→ ←------------------------ Sustain the Work------------------------→ ←----------------- Increase Cultural Competence-----------------→			

GLOSSARY

Administrative Overhead. Costs necessary for operation of a coalition, but not directly associated with developing a project or providing a service.

Capacity. The various types and levels of resources that an organization or collaborative has at its disposal to meet the implementation demands of specific interventions.

Coalition. A formal arrangement for cooperation and collaboration among groups or sectors of a community, in which each group retains its identity, but all agree to work together toward a common goal of building a safe, healthy and drug-free community.

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

Community-level change. This is change that occurs within the target population in your target area.

Cultural Competence. (1) A set of behaviors, attitudes and policies that come together in a system, agency or program or among individuals, enablihng them to function effectively in diverse cultural interactions and similarities within, among, and between groups. (2) A point on a continuum with several guiding principles that enable coalitions to have positive interactions in culturally diverse environments.

Diversified Portfolio. Obtaining financial and other resources through a range of sources, such as in-kind donation of office space from a local Champber of Commerce and advertising space in the local newspaper, federal and state grants, foundation

Goal. A statement of intent and purpose that supports the coalition's vision and mission. For example: "To create a healthy community where drugs and alcohol are not abused by adults or used by youth."

Human Resources. The individuals that staff and operate an organization rather than its financial and material resources. Human resources can—and in coalition work generally do—include volunteers.

Intervention. What is done to prevent or alter a result—the means by which one changes behavior and environmental conditions related to a group's goals.

Legitimate peripheral participation. Creating multiple-level opportunities for participation and the means for less-central participants/partners to fluidly become more central over time.

Logic model. Presents a diagram of how the effort or initiative is supposed to work by explaining why the strategy is a good solution to the problem at hand and making an explicit, often visual, statement of activities and results. It keeps participants moving in the same direction through common language and points of reference. Finally, as an element of the work itself, it can rally support by declaring what will be accomplished, and how.

Material Resources. Those things that can be used to improve the quality of community life—the things that can help close the gap between what is and what ought to be.

Members. Organizations, groups or individuals that agree to affiliate themselves with the mission of the coalition, participate in coalition meetings on a regular basis and contribute to communitywide planning and evaluation efforts.

Objective. The specific, measurable results a coalition plans to accomplish and serve as the basis by which to evaluate the work of the coalition. Each objective should have a timeframe by which it will be accomplished.

Outcome. Used to determine what has been accomplished, including changes in approaches, policies and practices to reduce risk factors and promote protective factors as a result of the work of the coalition.

Partners. Groups or organizations that work with the coalition on specific issues or projects.

Social Entrepreneurship. Ways to create goods or services that simultaneously promote a coalition's message and bring in additional income. The process must complement the coalition's change strategies.

Social Resources. A coalition's ties to and relationships with stakeholders inside and outside the surrounding community that enables the group to serve an important niche in the community's "ecology" as it relates to the problem of substance abuse.

Stakeholders. Groups, organizations or sectors of the community with interest in and/or perspective on a common issue, such as reducing substance abuse.

Strategy. The overarching approach a coalition uses to achieve its identified and intended results.

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