

Sustaining Effective Prevention Efforts: A Planning Toolkit



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Developed by Prevention Solutions@EDC with funding from the Massachusetts Department of Public Health's Bureau of Substance Addiction Services.

Sustaining Effective Prevention Efforts: A Planning Toolkit

Sustainability in prevention is about figuring out what's working well and how communities can continue to experience the benefits of prevention efforts over time. This requires the participation, resolve, and dedication of diverse community members—and a lot of careful planning.

Sustainability planning is intentional. It involves looking critically at what you're doing now—that is, your current prevention infrastructure, processes, and strategies— with an eye toward developing the resources needed to sustain meaningful prevention outcomes beyond the current funding period. Moreover, it is not about 11th hour decision-making. Sustainability planning should begin on day one and continue throughout the lifecycle of the grant.

This online toolkit is designed to help coalitions engage in a thoughtful sustainability planning process. It is meant to accompany the online courses *Prevention SustainAbilities: Understanding the Basics* and *Prevention SustainAbilities: Planning for Success*. These courses provide important context for these worksheets. If you haven't yet done so, please go to psonline.edc.org and complete these courses before beginning this toolkit. It will take you approximately five hours to complete both courses.

Completing the Tool

This online tool includes interactive text boxes. This means you can type your responses right into the tool anywhere you see a blue text box. When you are done with a tool, just rename the pdf and save it to your files.

To get the most out of this toolkit:

- **Don't go it alone!** This toolkit is meant to be completed collectively—with members of your sustainability planning team (if you have one), your coalition, and other key stakeholders, as appropriate. We include recommendations for who should be involved in completing each tool.
- **Complete the tools in order.** Sustainability is a deliberate process. The tools in this toolkit correspond to that process and build on one another. Having said that, there are several tools that you are likely to return to again and again as your prevention efforts evolve.

- **Take your time.** Sustainability planning can't—nor should—happen overnight. It requires lots of thought, review, and buy-in. Once you begin the planning process, consider dedicating time once a month to sustainability-related activities.
- **Feel free to customize.** These tools are meant to work for you. If a question, category, or task doesn't seem to apply to your work or setting, change it to something that will.

If you would like additional support using the tools in this toolkit, reach out to your assigned technical assistance liaison at the Center for Strategic Prevention Support (CSPS). They or someone else on the CSPS team can provide customized, one-on-one support to assist you in your local sustainability planning process.

This toolkit was developed by Prevention Solutions at Education Development Center, Inc., with funding from the Massachusetts Department of Public Health's Bureau of Substance Addiction Services.

Tools Included in this Toolkit

1. Sustainability Planning Checklist
2. Why Sustainability Now?
3. Establishing a Sustainability Planning Team
4. Process Tracking Sheet: Which Processes Matter?
5. Process Review Worksheet: Documenting Lessons Learned
6. Intervention Review Worksheet: Documenting Lessons Learned
7. Setting Sustainability Goals Worksheet
8. Writing Objectives Worksheet
9. Identifying Resources Worksheet
10. Projecting Costs Worksheet
11. Soliciting In-Kind Support
12. Exploring Feasibility Worksheet
13. Selecting Sustainability Strategies Worksheet
14. Communication Plan Template
15. Developing a Case Statement: Key Considerations
16. Sample Case Statement
17. Do We Have the Marketing Materials We Need?
18. You Gotta Hear This! Developing an Effective Elevator Pitch
19. Monitoring Your Sustainability Plan Worksheet
20. Tips for Staying Informed
21. Related Resources

Tool 1. Sustainability Planning Checklist

Who should complete: Coalition coordinator in collaboration with sustainability planning team

The tools and worksheets included in this toolkit are designed to help you accomplish the key elements of sustainability, presented in the checklist below. As you move through the toolkit, use the checklist to track your progress. The sections are organized according to the modules in the online course *Prevention SustainAbilities: Planning for Success*. To make tracking easier, we've included at the top of each tool the name of the course and module to which it corresponds.

Getting Started

- Develop a shared understanding of sustainability with your full prevention task force.
- Engage in a collaborative, culturally competent, and data-driven SPF process.
- Capture lessons learned about prevention practices throughout the SPF process.
- Form a small sustainability planning team.

Setting Sustainability Goals

- Establish guidelines for examining prevention processes and interventions.
- Gather information and document lessons learned about *processes*.
- Gather information and document lessons learned about *interventions*.
- Apply lessons learned from this analysis to draft sustainability goals.
- Share and finalize sustainability goals with your full prevention task force.

Selecting Fiscal Strategies

- Write concrete objectives for each sustainability goal.
- Identify personnel and non-personnel resources required for *each goal*.
- Identify overarching resources required *across goals*.
- Project costs for all required resources.
- Record projected costs in a sustainability budget.
- Select feasible *long-* and *short-term strategies* to secure resources and cover costs.

Developing a Communication Plan

Preparation

- Create a two-phased Communication Plan for moving fiscal strategies forward.
- Create a case statement to support all communication efforts.

Phase 1: Exploration

- Identify initial contacts for each potential source of support.
- Determine who will talk to each contact.
- Develop contact-specific talking points to guide and support each conversation.
- Hold exploratory conversations with each contact.
- Record key findings from each conversation.

Phase 2: The “Ask”

- Determine how, and to whom, to make each “Ask.”
- Determine who will take the lead on moving each “Ask” forward.
- Prepare and make formal requests for support.
- Record results and next steps from each “Ask.”

Working the Plan Over Time

- Monitor the progress of ongoing sustainability efforts.
- Provide regular sustainability updates to your full prevention task force.
- Revise your plan, as needed, to reflect changing needs and opportunities.
- Acknowledge and celebrate sustainability successes, both large and small!

Tool 2. Why Sustainability Now?

To review this content, see [Prevention SustainAbilities: Understanding the Basics, Module 1: What Is Sustainability?](#)

People have many different ideas about the purpose of sustainability in the context of preventing substance misuse. Use the questions below to explore these ideas. Getting on the same page from the start will help to guide your planning efforts.

Who should complete: Coalition coordinator in collaboration with leadership team/steering committee. Also, a good exercise for full coalition/agency to expand understanding about purpose of sustainability.

Reason	Agree	Hmmm...	Disagree
To secure a new grant before the current funding cycle ends.			
To make sure staff can keep their jobs.			
To make sure we can keep implementing all of our current prevention activities.			
To maintain positive prevention outcomes			
To satisfy funder requirements.			
To bring more money into our coalition.			
To sustain effective prevention processes.			
To figure out what we're doing well . . . and not so well.			

Tool 3. Establishing a Sustainability Planning Team

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 1: Introduction to Sustainability Planning](#).

Not all members of your coalition need to be directly involved in sustainability planning efforts. Instead, you will want to form a small planning team that includes people with essential knowledge, skills, and experience.

In the chart below, list the areas of expertise you would like represented on your sustainability planning team. Then list some people from your coalition who have the requisite knowledge and skills, and how you plan to engage these individuals. Keep in mind that you don't need to bring everyone on all at once! We've included some examples to get you started.

Who should complete: Community prevention leaders

Knowledge/Skills/Experience	Name of Potential Planning Team Member	Name of Person Who Will Reach Out
Awareness of coalition's current prevention effort		
Data skills		
Budgeting		
Fundraising		
Marketing/Communication		

Knowledge/Skills/Experience	Name of Potential Planning Team Member	Name of Person Who Will Reach Out
Strategic planning		
Facilitation		
<i>Others? Write needed knowledge/skill/experience here:</i>		
<i>Others? Write needed knowledge/skill/experience here:</i>		

Tool 4. Process Tracking Sheet: Taking Stock

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 2: Setting Sustainability Goals](#).

To produce and maintain positive outcomes over time, communities need to sustain the prevention practices responsible for those outcomes. These include an effective strategic planning process and interventions that work.

The tool is designed to help you think about and document your strategic planning processes—that is, the many different decisions and connections you have made (and will continue to make!) to move your prevention efforts forward. You will need to know what you did in order to know what to sustain—and given the high turnover rate in the prevention field, you don't want to rely on just memory to capture and preserve this information!

Below are some examples of the types of information you may want to track as you move through each step of SAMHSA's Strategic Prevention Framework:

Step 1. Assessment: Sources of local data, contact info of helpful data-keepers, data-sharing agreements, readily available data, data gaps

Step 2. Capacity: Local media channels that have helped keep prevention in the public eye, successful recruitment strategies, types and quality of trainings provided to build coalition skills, effective collaborations with partner organizations

Step 3. Planning: Key partners who contributed to logic model development, community groups/audiences you still hope to reach and involve, new prevention priorities to address as capacity grows

Step 4. Implementation: Emerging research on selected interventions, intervention success stories and modification, testimonials from community members in support of current interventions

Step 5: Evaluation: Local sources of evaluation expertise; most/least productive sources of evaluation data, strategies for building evaluation capacity among prevention partners

Other important records to keep in a safe place include coalition membership/attendance lists, task force meeting minutes, coalition feedback forms, partnership agreements, and community outreach and awareness-raising materials, such as news articles and fliers. You will also want to sit down with coalition members and other community partners to brainstorm lessons learned.

Consider this chart a living document. You can't—and shouldn't—complete it all at once. Post it somewhere visible and add to it over time.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

SPF Step	Type of Information	Where It's Stored
<i>Assessment</i>		
<i>Capacity</i>		
<i>Planning</i>		
<i>Implementation</i>		

SPF Step	Type of Information	Where It's Stored
<i>Evaluation</i>		

Tool 5. Process Review Worksheet: Documenting Lessons Learned

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 2: Setting Sustainability Goals](#).

As carefully as you may have tried, chances are that not everything you attempted during your current grant, or as part of your current prevention initiative, worked out as well as you might have hoped. Having carefully tracked the various decisions, connections, and processes put in place as you moved through the steps of the SPF, you now want to figure out which ones are worth sustaining. Remember—with a solid SPF process in place, you are much more likely to have a significant and lasting impact on new substance misuse problems that arise, and to recognize and respond effectively to importance changes over time.

Use the chart on the following page to summarize your review of strategic planning processes.

- **What Worked:** Identify past processes that helped your community complete key SPF tasks (e.g., establishing clear data-sharing agreements with local health centers to access assessment data.) These processes should be continued.
- **What Didn't Work:** Identify past processes that did not help your community complete key SPF tasks (e.g., using the phone book to identify and “cold-call” physicians about their prescribing practices.) These processes should be improved or discarded.
- **New Processes Needed:** Identify new processes that will help your community respond to changes and complete key SPF tasks moving forward (e.g., identifying partners who serve your communities growing immigrant populations).
- **Coalition Role:** Describe your coalitions’ level of responsibility for sustaining successful processes over time. For example, you may have led assessment efforts in collaboration with university partners.

Key findings from this review, and from your review of prevention interventions (see Tool 5), will help you set sound sustainability goals for your community (see Tool 6).

Who should complete: Coalition coordinator in collaboration with sustainability planning team

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SPF Step	What Worked	What Did Not Work	New Processes Needed	Coalition Role
<i>Assessment</i>				
<i>Capacity</i>				
<i>Planning</i>				
<i>Implementation</i>				
<i>Evaluation</i>				

Tool 6. Intervention Review Worksheet: Documenting Lessons Learned

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 2: Setting Sustainability Goals](#).

In addition to sustaining effective processes, communities will want to sustain those interventions that work. Interventions include all the prevention programs, strategies, and services you've put in place to address your community's priority substance use problems.

When initially selecting interventions, you spent time determining how well these programs and practices "fit", given the intervening variables you wanted to address, outcomes you wanted to achieve, and existing capacity. Now you'll want to revisit your assumptions and see if they still hold. For example, are these strategies still aligned with your mission? Are the problems they address still priorities? Are there emerging problems that you may want to address instead?

Use the chart below to summarize a review of your current prevention interventions. For each intervention you are currently implementing, you will want to consider the following:

- **Evidence of Effectiveness:** Is it achieving positive prevention outcomes now or moving in the right direction? How do you know? What is the data?
- **Evidence of Internal Capacity:** Is it well equipped with staff, supplies, and space? How do you know? What is the data?
- **Evidence of Community Support:** Is it valued by community leaders, key stakeholders, and the public? How do you know? What is the data?
- **Coalition Role:** What is your coalition's level of responsibility for sustaining successful interventions over time? For example, do you have primary responsibility for recruiting participants? For coordinating and monitoring program activities?

Key findings from this review, and from your review of strategic planning processes (see Tool 5), will help you set sound sustainability goals for your community (see Tool 6).

Who should complete: Coalition coordinator in collaboration with sustainability planning team

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Intervention	Evidence of Effectiveness	Evidence of Internal Capacity	Evidence of Community Support	Task Force Role
<i>Intervention 1:</i>				
<i>Intervention 2:</i>				
<i>Intervention 3:</i>				
<i>Intervention 4:</i>				
<i>Intervention 5:</i>				

Tool 7. Setting Sustainability Goals

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 2: Setting Sustainability Goals](#).

Use findings from your process and intervention review charts (see *Tool 4 and Tool 5*) to answer the questions below and set objective and realistic sustainability goals for your community. Be reasonable about what you can expect to accomplish, and what you have the resources and bandwidth to support. Typically, 2-3 sound sustainability goals should give you plenty to do! (You can always add more over time)

Part 1. Drafting Process and Intervention Goals

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Process Goals. Consider the processes (both existing and new) documented in *Tool 4* that helped you complete key SPF tasks.

Are these processes firmly established in your community (i.e., is there a stable community partner (either within or outside your coalition) that is responsible for their continuation)? **YES** **NO**

If you answered **NO** to the question above, draft one or more goals to help ensure the continuation of these processes.

Process Goal 1:

Process Goal 2:

Are your drafted goals:

- Based on objective data about what will benefit your community? **YES** **NO**
- Realistic for your community? **YES** **NO**

Intervention Goals. Consider the interventions listed in *Tool 5* that meet all of your criteria for success (i.e., are achieving positive outcomes/moving in the right direction; well-equipped with staff, supplies, and space; valued by community leaders, key stakeholders, and the public).

Are these interventions firmly established in your community (i.e., Is there a stable community partner responsible for their continuation)? YES NO

If you answered **NO** to the question above, draft one or more* goals to help ensure the continuation of these interventions.

Intervention Goal 1:

Intervention Goal 2:

Are your drafted goals:

- Based on objective data about what will benefit your community? YES NO
- Realistic for your community? YES NO

Part 2. Obtaining Partner Buy-In

Who should complete: Coalition coordinator in collaboration with sustainability planning team, broader coalition

Once you've drafted your sustainability goals, you will want to share them with the rest of your coalition and other key partners. Their early buy-in will help to ensure their support and participation as you work to achieve these goals over time. Use the following chart to collect and organize stakeholder feedback.

Sustainability Goal	Feedback	Source of Feedback	Potential Follow-Up
<i>Process Goal 1:</i>			
<i>Process Goal 2:</i>			
<i>Intervention Goal 1:</i>			
<i>Intervention Goal 2:</i>			

Part 3. Finalizing Sustainability Goals

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Once you have the support of your prevention partners, list your community’s finalized sustainability goals here.

Sustainability Goals
<i>Process Goal 1:</i>
<i>Process Goal 2:</i>
<i>Intervention Goal 1:</i>
<i>Intervention Goal 2:</i>

Tool 8. Writing Objectives Worksheet

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 3: Selecting Fiscal Strategies](#).

Objectives help to reveal the work you'll need to do and the resources you'll need to secure each of your sustainability goals. Objectives should be:

- **Essential**—that is, address only those activities that are fundamental to achieving the goal.
- **Specific**—that is, include clear language and concrete, measurable details such as numbers and time frames.
- **Realistic**—that is reasonable and achievable.

So, for example, if one of your goals is to continue and strengthen your prevention coalition, potential objectives might include the following:

- Maintain the coalition coordinator role year-round. *This provides clear expectations (and a defined time frame) for meeting a concrete need.*
- Convene at least one full coalition meeting every month. *Other coalition activities may be important, but monthly meetings are fundamental to maintaining a strong team.*
- Provide at least three capacity-building opportunities for members every year. *While you may ideally want to provide more learning opportunities, it's better to under-promise and over-deliver than vice versa!*

This tool on the following page is designed to help you write essential, specific, and realistic objectives for each of your sustainability goals. In the chart below, list your final sustainability goals (see Tool 6). Then, for each goal, write up to three objectives.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Sustainability Goals	Objectives
<i>Goal 1:</i>	
<i>Goal 2:</i>	
<i>Goal 3:</i>	

Tool 9. Identifying Resources Worksheet

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 3: Selecting Fiscal Strategies](#).

Just as clear objectives help you see what it will take to achieve your sustainability goals, a solid list of required resources will help you see what it takes to meet your objectives.

In the chart on the following pages, list your sustainability goals and objectives (*from Tool 7*). Use your objectives to identify the essential resources you will need that are *specific to each goal*. Finally, identify any overarching resources that will be *shared across goals*. Overarching resources might be related to areas such as evaluation, administration, and fundraising.

In identifying resources, consider both personnel and non-personnel.

- Personnel includes all of the people who will do the work required to meet objectives and achieve goals, such as staff and consultants.
- Non-personnel includes everything people will need to do the work well, such as professional development, related travel, supplies, and meeting space.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Sustainability Goals and Objectives	Required Resources	
	Personnel*	Non-personnel*
<p><i>Goal 1: Write your first goal here.</i></p> <ul style="list-style-type: none"> • <i>Write your first objective here.</i> • <i>Write your second objective here.</i> • <i>Write your third objective here.</i> 		

Sustainability Goals and Objectives	Required Resources	
	Personnel*	Non-personnel*
<p><i>Goal 2: Write your second goal here.</i></p> <ul style="list-style-type: none"> • <i>Write your first objective here.</i> • <i>Write your second objective here.</i> • <i>Write your third objective here.</i> 		

Sustainability Goals and Objectives	Required Resources	
	Personnel*	Non-personnel*
<p><i>Goal 3: Write your third goal here.</i></p> <ul style="list-style-type: none"> • <i>Write your first objective here.</i> • <i>Write your second objective here.</i> • <i>Write your third objective here.</i> 		
<p><i>All Goals</i></p> <p><i>Consider overarching administrative, evaluation, and fundraising resources that will help support all goals.</i></p>		

Tool 10. Projecting Costs Worksheet

To review this content, see *Prevention SustainAbilities: Planning for Success, Module 3: Selecting Fiscal Strategies*.

Step 1. Identify Projected Costs

List the personnel and non-personnel resources required to achieve your goals (see *Tool 8*) in the chart on the following pages. Then project the costs associated with each resource. Work with a budget expert to ensure accuracy and record final numbers in your sustainability budget. Use the information in this chart to draft a projected budget for the year beyond your current funding.

Specifically, you will need to determine:

- **Minimum quantity needed to achieve your sustainability goals.** This would include quantities such as the hours per week and weeks per year personnel will work, number of training sessions, number of program facilitator guides, etc.
- **Dollar Value:** This would include costs such as salaries or hourly rates for personnel, fees associated with staff benefits, training or coaching fees, costs of program facilitator guides, travel costs, etc. Don't forget to account for inflation and factor in zero-cost/in-kind support options (see *Tool 10 for more detail*).
- **TOTALS:** These are the minimum quantity needed multiplied by the dollar value; for example, 20 program facilitator guides X \$15/guide = \$300.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Required Resources	Projected Costs		
	Minimum Quantity Needed*	Dollar Value*	TOTALS*
<p><i>Goal 1</i></p> <ul style="list-style-type: none"> Personnel: <i>List essential staff and consultant roles here.</i> Non-personnel: <i>List essential professional development, travel, supplies/equipment, space/facilities, etc., here.</i> 			
<p><i>Goal 2</i></p> <ul style="list-style-type: none"> Personnel: <i>List essential staff and consultant roles here.</i> 			

Required Resources	Projected Costs		
	Minimum Quantity Needed*	Dollar Value*	TOTALS*
<ul style="list-style-type: none"> Non-personnel: <i>List essential professional development, travel, supplies/equipment, space/facilities, etc., here.</i> 			
<p>Goal 3</p> <ul style="list-style-type: none"> Personnel: <i>List essential staff and consultant roles here.</i> 			
<ul style="list-style-type: none"> Non-personnel: <i>List essential professional development, travel, supplies/equipment, space/facilities, etc., here.</i> 			

Required Resources	Projected Costs		
	Minimum Quantity Needed*	Dollar Value*	TOTALS*
<p><i>All Goals</i></p> <p><i>Consider overarching administrative, evaluation, and fundraising resources that will help support all goals.</i></p>			

Step 2. Develop a Budget Narrative

It's very helpful to have a budget narrative that more fully explains each item. The budget narrative explains what the numbers in the budget represent and how you arrived at them. It helps to ensure that your numbers are reasonable and well-conceived.

Though budget narratives can take many different forms, most include some version of the following categories:

- **Staffing/salaries.** *For example:* One full-time equivalent (FTE) to run prevention coalition, coordinate law enforcement strategies, and complete all grant and community reporting requirements @ \$50,000 per year.
- **Professional development.** *For example:* Program developer will provide one in-person, day-long training to prepare 15 teachers to deliver the X curriculum at a cost of \$5,000.
- **Travel.** *For example:* Coalition coordinator will travel to Anytown, USA to attend the National Prevention Conference: \$300 airfare + \$250 registration fee = \$550.
- **Supplies/equipment.** *For example:* Program curriculum and materials for 60 high school participants: \$50 per student X 60 students = \$3,000
- **Participation incentives.** *For example:* To inform program design, coalition will convene three focus group of 10 people each. Participants will each receive a \$25 gift card. 10 participants X 3 focus groups X \$25 = \$750.
- **Space/facilities.** *For example:* City hall will provide space to convene monthly coalition meetings free of charge.

Tool 11. Soliciting In-Kind Support

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 3: Selecting Fiscal Strategies](#).

In-kind support includes goods and services that individuals, groups, or organizations provide for free. It is important to include these free resources in your budget, as they reflect important community support for your initiative.

Use the chart below to identify existing and potential sources of in-kind support.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Budgetary Need	Existing Sources of In-Kind Support	Potential Source of In-Kind Support	Name of Person Who Will Reach Out
Evaluation expertise/services			
Media expertise/services			
Accounting expertise/services			
Technology expertise/services			
<i>Other:</i>			

Tool 12. Exploring Feasibility Worksheet

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 3: Selecting Fiscal Strategies](#).

Use the worksheet on the following page to explore the feasibility of different strategies for securing the required resources and covering the projected costs associated with your sustainability goals (*see Tool 9*). You will want to consider both long- and short-term strategies. Fiscal strategies may include:

- Securing a line item in an existing budget (long-term)
- Promoting the adoption of programs/services (long-term)
- Change community guidelines/policies (long-term)
- Raising revenue, including grants, donations, and in-kind commitments (short-term)

Whether long- or short-term, a fiscal strategy is only feasible if it (1) it a **good fit** for what you want to accomplish, and (2) you have access to a **partner** willing to deliver what you need. Brainstorm all possible options here, then refer to this information to make your final selections (*see Tool 11*).

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Long-term Fiscal Strategies

Strategies	Feasibility	
	Good fit for . . .	Viable partners include . . .
Securing a line item in an existing budget		
Promoting the adoption of programs/services		
Changing community guidelines		
Other:		

Short-term Fiscal Strategies

Strategies	Good fit for . . .	Viable partners include . . .
Soliciting in-kind support		
Applying for grants		
Earning/raising money (e.g., membership dues, fees for services, fundraisers, donations)		
Other:		

Tool 13. Selecting Strategies Worksheet

To review this content, see [Prevention SustainAbilities: Planning for Success, Module 3: Selecting Fiscal Strategies](#).

List your sustainability goals in the chart on the following page. Then consider the feasibility of different fiscal strategies (*see Tool 11*) and select a set of long- and short-term strategies for achieving your sustainability goals. Specifically, you will want to identify:

- **Resources/Revenue:** These are the specific types of support you intend to pursue (e.g., budgetary line item, grant, donated goods or services).
- **Potential Sources of Support:** These are the individuals, groups, or agencies from whom you intend to request support.

Once you've completed the chart, make sure to share your potential strategies with your full coalition. Their support and buy-in is critical. They may also know of revenue streams and/or other sources of support that your planning team was unaware of or may have overlooked.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Sustainability Goals		Feasible Fiscal Strategies	
		Resources/Revenue	Potential Sources of Support
Goal 1: <i>Write your first goal here.</i>	Long-Term		
	Short-Term		
Goal 2: <i>Write your second goal here.</i>	Long-Term		
	Short-Term		

Sustainability Goals		Feasible Fiscal Strategies	
		Resources/Revenue	Potential Sources of Support
Goal 3: <i>Write your third goal here.</i>	Long-Term		
	Short-Term		
All Goals <i>Consider overarching resources and costs associated with all goals.</i>	Long-Term		

Sustainability Goals		Feasible Fiscal Strategies	
		Resources/Revenue	Potential Sources of Support
	Short-Term		

Tool 14. Communication Plan Template

To review this content, go to [Prevention SustainAbilities: Planning for Success, Module 4: Developing a Communications Plan](#).

After selecting fiscal strategies, you can begin developing a communication plan for requesting resources and revenue from potential sources of support. The following two-phased approach offers a helpful framework for communicating with potential sources of support.

- **Phase 1: Exploration** involves talking to people who know about each potential source of support to (1) confirm they're a good fit and, if so, (2) determine the best approach for making each "Ask" (see below).
- **Phase 2: The "Ask"** involves using lessons learned from your exploratory conversations to prepare and make formal requests for support. Taking time for exploration can help you:
 - Learn which potential sources of support are not a good fit before spending any time preparing a formal request.
 - Discover valuable tips for making and strengthening each formal request—as well as any potential triggers to avoid.
 - Find supporters on the inside who can champion your cause and help you move through the formal request process.

List the resources/revenue and potential sources of support associated with your fiscal strategies (*see Tool 12*) in the chart on the following page. As you move each strategy forward, record your key decisions, findings, and progress.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Fiscal Strategies		Phase 1: Exploration			Phase 2: The “Ask”				
Resources/ Revenue	Potential Sources	Contacts	Who Is Responsible?	Findings	“Ask” Strategies	Required Materials	Due Dates	Who Is Responsible?	Results and Next Steps
<i>Specific type of support you intend to pursue (e.g., budgetary line item, grant, donated goods or services)</i>	<i>Person, group, or agency from whom you intend to request support</i>	<i>Person with information and insights about the potential source of support</i>	<i>Person who will talk to the initial contact</i>	<i>Is the potential source of support a good fit? If so, what’s the best way to proceed?</i>	<i>How, and to whom, to make your formal request for resources/ revenue</i>	<i>Materials for making the request (See Tool 16)</i>	<i>Completion and submission deadlines</i>	<i>Person who will lead the work and people who will help complete the work</i>	<i>Has the request been granted/ denied? Is follow-up required?</i>

Tool 15. Developing a Case Statement Worksheet

To review this content, go to [Prevention SustainAbilities: Planning for Success, Module 4: Developing a Communications Plan](#).

A case statement is, a short, polished document that makes a compelling case for your sustainability goals and need for support. You can use your case statement to:

- **Ensure accuracy and consistency across communication efforts.** Many different people will communicate with potential supporters as part of your sustainability plan. The case statement can help everyone involved in moving the plan forward talk about the same things in the same way.
- **Provide potential supporters with a “leave-behind.”** People are constantly inundated with information these days, including your potential supporters. This document can help people remember—and inspire both interest and confidence in—who you are and what you’re trying to achieve.

A well-crafted case statement can also serve as an excellent marketing tool, providing a quick and engaging snapshot of who you are and what you do. For this reason, it’s worth taking the time and investing the resources in developing a statement that truly reflects the quality of your work and commitment of your staff and supporters.

Most case statements include the following information:

- **Title:** Introduce your prevention task force.
- **Hook:** Grab the reader’s attention with, for example, a compelling quote, question, anecdote, or statistic.
- **Goals:** Present your prevention priority, sustainability goals, and supporting data.
- **Capacity:** Explain how your task force is uniquely positioned in the community to do this important work.
- **Need(s):** Describe why your task force is seeking new partnerships and funds, and how the reader can help.
- **Contact information:** Give potential supporters a way to get in touch!

Use the chart below to brainstorm the kinds of information to include in the statement. As you begin to develop the resource, keep the following in mind:

- **Only include essential information and details.** If you make it too long, people won't read it.
- **Pull essential information from the sustainability planning process.** Don't feel like you have to start from scratch!
- **Include a nice balance** of narrative, charts, and photographs to catch and keep readers' attention.
- **Appeal to a broad range of audiences.** Unlike "elevator pitches," which are audience-specific, case statements are meant to be general. (See Tool 17 for more on crafting an effective pitch.)
- **Make sure it looks good!** Take the time to pull together people with the right skills (e.g., writing, data presentation, graphic design). Case statements don't need to be fancy or expensive to be useful, but they must be well-crafted.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Case Statement Element	Information to Highlight	How Come? What's the Appeal?
<p>Title: <i>Introduce your coalition.</i></p>		
<p>Hook: <i>Grab the reader's attention with, for example, a compelling quote, question, anecdote, or statistic.</i></p>		

Case Statement Element	Information to Highlight	How Come? What's the Appeal?
<p>Goals: <i>Presents your prevention priority, sustainability goals, and supporting data.</i></p>		
<p>Capacity: <i>Explains how your task force is uniquely positioned in the community to do this important work.</i></p>		
<p>Need(s): <i>Describes why your task force is seeking new partnerships and funds, and how the reader can help.</i></p>		
<p>Contact information: <i>Gives potential supporters a way to get in touch!</i></p>		



Building Community Partnerships, Saving Young Lives

A CALL TO ACTION FROM THE RIVERSIDE PREVENTION TASK FORCE

Who We Are

Four years ago, a few concerned prevention and health practitioners won a state grant to address Riverside’s prescription drug problem. This small team has since grown into the **Riverside Prevention Task Force**. We are service providers, civic leaders, parents, and students dedicated to reducing rates and preventing the negative consequences of prescription drug misuse among local youth.



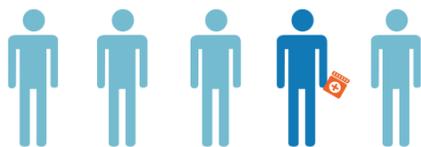
When we first gathered as a task force, **1 in 4** local teens misused prescription drugs. Since we started working on this problem, the number has **dropped to 1 in 5**. But **1 in 5** is still **too many**, and we need **your help** to continue our work.

The Problem

Riverside has the highest rate of youth (ages 12-17) prescription drug misuse in the state.

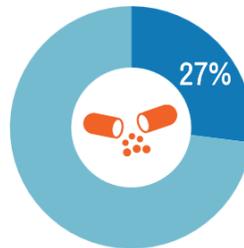
1 in 5

local youth report having taken prescription drugs that were not prescribed to them.



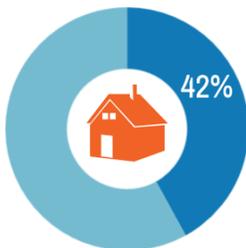
27%

of local youth mistakenly believe that prescription drugs are safer than other drugs.



42%

of local youth report easy access to prescription drugs at home.



3 local youth unintentionally overdosed on prescription drugs in the past year; **1** died.



Our Members

- Riverside Central School District
- Riverside Mayor’s Office
- Riverside Mental Health Center
- Riverside Parent-Teacher Association
- Riverside Police Department
- Riverside Regional Medical Center
- Riverside Regional Prevention Center
- Student Action Council of Riverside
- Wallingford County Department of Public Health
- Wallingford County Interfaith Council
- Wallingford County Prescribers’ Association
- WGRA Community Radio
- Your Brand is Our Specialty Marketing Associates
- Youth Services of Wallingford County



“The Riverside Prevention Task Force helped me understand that prescription drug misuse is not just a pressing problem for our nation—but also for our community. Thanks to the task force’s leadership and resolve, we are united in our approach and have the strength to make a difference.”

—Nancy Sanders, mayor of Riverside

Add your name to our growing list of community partners dedicated to saving young lives.

Accomplishments to Date

- **Coordinated Response:** Forged cross-sector partnerships to become Riverside's central source of prevention expertise and strategic action. *Members represent health, education, government, law enforcement, faith, and media sectors.*
- **Prescriber Education:** Partnered with regional medical center and Department of Public Health to deliver the safe prescribing practices training *SafeRx*, now mandatory for local prescribers. *Trained more than 500 physicians, nurses, and pharmacists.*
- **Prevention Curriculum:** Partnered with school district to implement the evidence-based curriculum *TeenRx* in all four middle schools. *Perceived harm associated with prescription drug misuse nearly doubled, from 36% to 70%, among participants.*
- **Mass-Media Campaign:** Launched community-wide *KID-SAFE* campaign to raise awareness and promote safe storage and disposal practices among parents. *Received more than 10,000 hits on Facebook.*



“We need to keep this prevention curriculum in our schools. Not because the kids love it—which they do. Not because the teachers love it—which we do. But because it’s working.”

—Cynthia Stevens, curriculum facilitator

Who's reaching into your medicine cabinet?

Call KID-SAFE and learn how to help stop youth prescription drug misuse.

“I saw that billboard while driving home from work. It really made me think. But more than that, it made me talk—to other parents and to my own kids.”

—Steve Zanen, parent of two Riverside teens

Secrets to Our Success

- **Diverse Membership:** To ensure broad community representation and access to essential insights and expertise, we engage people across ages and settings.
- **Best Practices:** Guided by the science of prevention and social change, we use proven strategies for improving health and well-being.
- **Action Orientation:** Committed to producing tangible results, we consistently move from thoughtful conversation to strategic action.
- **Continual Improvement:** Through ongoing evaluation of our prevention work, we learn from each decision we make and each action we take.

We Need Your Help!

As our initial funding comes to an end, our progress and positive results in the community also run the risk of disappearing. The Department of Public Health has assumed responsibility for delivering our **safe prescribing practices training**—but we need to engage new supporters to ensure the continuation of our effective **prevention curriculum**, far-reaching **media campaign**, and dynamic **task force**. Please consider becoming a:

- **Prevention Partner:** Join the Riverside Prevention Task Force and help us move our prevention work forward.
- **Prevention Patron:** Donate money, supplies, or specialized services (e.g., fundraising, media, evaluation).
- **Prevention Proponent:** Spread the word about our prevention work and how people can connect with us.

For more information about our work, our impact, and opportunities to get involved, please visit us at: www.rptf.org.

Have any questions? Ready to help? Please contact Jack Bishop, task force coordinator, at jbishop@rptf.org or Ellen Park, development coordinator, at epark@rptf.org. You can also call task force headquarters at 555-555-7783.

Tool 17. Do We Have the Marketing Materials We Need?

To review this content, go to [Prevention SustainAbilities: Planning for Success, Module 4: Developing a Communications Plan](#).

In addition to your case statement, you will need to develop several other products to help you market your prevention efforts. Use the chart below to track the development of these products; doing so will help to ensure that they are appropriate, well-written and designed, and completed on time. Remember that when it comes to marketing, one size does NOT fit all. Be prepared to customize each of the materials identified below so they include those pieces of information most likely to resonate with prospective contacts/audiences.

Who should complete: Coalition coordinator in collaboration with sustainability planning team

Type of Material	Audience	Who Will Develop?	Who Will Help and/or Review?	Date of Completion
Talking points				
PowerPoint presentation (e.g., to the school board)				
Letter of inquiry (e.g., for local funders)				

Type of Material	Audience	Who Will Develop?	Who Will Help and/or Review?	Date of Completion
Donation letter (e.g., for local businesses)				
Other (e.g., brochures, videos)				

Tool 18. You Gotta Hear This! Developing an Effective Elevator Pitch

To review this content, go to [Prevention SustainAbilities: Planning for Success, Module 4: Developing a Communications Plan](#).

There comes a time in every budding relationship where you will need to make “the ask”—that is, request a commitment from your potential partner to do something. In the context of sustainability planning, the ask is where the rubber hits the road. A successful ask may mean the difference between continued programmatic success and the end of a promising initiative.

This tool is designed to help you develop a compelling argument, or “elevator pitch,” for why a potential partner should say “yes.” And while not every ask will be made within the confines of an elevator, the term “elevator pitch” reminds us that these requests should be intentional and succinct, as if the elevator doors could open up at any moment.

What Makes a Good Pitch?

A good pitch anticipates and addresses the main questions a listener may have about what you are asking and why. Ultimately, every ask involves a dialogue—listening is critical to understand the needs of potential partners and developing a relationship. But before that, you need to make your case. To do that, you need a pitch that describes:

	<p>The three W’s—the “who,” “what,” and “why” of your message or request.</p>
	<p>The benefits of collaboration—to both you and your partner. Any barriers you’ve identified that could make it challenging to work together and how you plan to get past them.</p>
	<p>A call to action that clearly identifies what you are asking potential stakeholder to do if they say “yes.”</p>

Remember, a pitch that is effective in engaging one potential partner will not necessarily be right for another. Quality pitches are audience-specific, tailored to address the audience’s unique needs, values, and priorities.

Preparing Your Pitch

Here are some questions to help you develop a pitch that includes the key elements presented above:

Pitch Element	Questions to Help You Get There
 <p>Three W's</p>	<ul style="list-style-type: none"> • <i>Who</i> are you and who do you represent? • <i>What</i> do you or your organization do? • <i>Why</i> is your organization doing this work? What need are you serving?
 <p>Benefits & Barriers</p>	<ul style="list-style-type: none"> • How will the potential partner’s support benefit your organization? What is the value-added to the potential partner for providing this support? • What are potential barriers to the partner providing support? How will you address these barriers?
 <p>Call to Action</p>	<ul style="list-style-type: none"> • What <i>specifically</i> are you asking the potential partner’s organization to do? • What are the immediate next steps that you would like the potential partner to take?

As you develop your pitch, also make sure to:

- **Consider any recent political, social, and economic events that might influence your partner’s receptivity to your pitch.** Pitches are not made in a vacuum, so it’s important to look at community context and climate, as these can affect how your pitch might be interpreted.
- **Avoid jargon.** “Insider” language—that is, terms, phrases, or acronyms specific to your organization or sector—can be confusing (at best) and off-putting (at worst). Take time to consider alternative ways to get your point across.

Here’s an Example

Here’s an elevator pitch made to a business community leader by a coalition coordinator. How might it be different if the coordinator were approaching the Chief of Police?

Pitch Component	What She Said	Why She Said It This Way
	<p>My name is Terry Jones, and I’m the coalition leader for the Everytown Substance Misuse Prevention Coalition. Our mission is to reduce growing rates of alcohol use among the young adults in our community. These rates are particularly alarming for young adults who are in the workforce, where problem alcohol use often leads to poor job performance, as well as on-site alcohol-related injuries.</p>	<p>Terry clearly defines who she is, the purpose of the coalition, and the link between alcohol use and workplace injury.</p>
	<p>To prevent substance use in this group, we need to go where the young people are—where they play and where they work. And</p>	<p>Terry knows that this business leader’s biggest concern is having his</p>

Pitch Component	What She Said	Why She Said It This Way
	<p>that’s where you can really help us. You are a major employer of young people, so you can really help us reach them. I understand that as a business owner, you have limited time to dedicate to programs like ours. However, I think that engaging in this work could prove good for business, by reducing staff turnover as well as alcohol-related injuries at your stores.</p> <p>Would you be willing to partner with us to develop a series of trainings that we could offer to the young workers in your stores? We would do the heavy lifting—we would just ask you to let us spend some time interviewing some of your employees, and then provide the space and time to deliver the trainings.</p>	<p>workers injured while on the job, so she makes sure to include this in her pitch.</p> <p>Terry is specific about how she’d like to work with this business leader.</p>
	<p>If we work together to tackle this problem, I believe our partnership can help your business thrive and assist you in becoming one of the community’s top performing businesses. Your involvement would also tie in well with the work that the Mayor’s Commission is doing to prevent drug use in the community.</p>	<p>Terry also places the request in the context of other prevention efforts going on in the city and underscores the importance of working together.</p>

Practice Makes Perfect

Use the template below to create your own elevator pitch to request support from a potential partner.

Key Component	Leading Questions	Your Pitch
	<p><i>Who</i> are you and whom do you represent?</p> <p><i>What</i> do you or your organization do?</p> <p><i>Why</i> is your organization doing this work?</p> <p>What need are you serving?</p>	
	<p>How will the potential partner's support benefit you and your organization? What is the value-added to the potential partner providing this support?</p> <p>What are potential barriers to this organization providing support? How will you address these barriers?</p>	
	<p>What <i>specifically</i> are you asking the potential partner's organization to do?</p> <p>What are the immediate next steps that you would like the potential partner to take?</p>	

Tool 19. Monitoring Your Sustainability Plan Worksheet

To review this content, go to [Prevention SustainAbilities: Planning for Success, Module 5: Working the Plan Over Time](#).

Who should complete: Coalition coordinator with input from team

As you implement your sustainability plan, you'll need to track the many different people and strategies involved in moving it forward. Careful monitoring can help you address challenges as they occur, ensure accountability, identify opportunities for collaboration and synergy, and capture lessons learned. It's also important to track which requests for resources are granted, which are denied, and which require follow-up.

Use the chart below to track and monitor your sustainability progress. Feel free to adapt the chart as needed.

Sustainability Goal(s)	Fiscal Strategy/ Metric of Success	Person Responsible	Progress to Date (include description and date)	Barriers Encountered/Potential Solutions	Deadline for Accomplishing Strategy
<i>Process Goal 1</i>					
<i>Process Goal 2</i>					

Sustaining Effective Prevention Efforts: A Planning Toolkit

Sustainability Goal(s)	Fiscal Strategy/ Metric of Success	Person Responsible	Progress to Date (include description and date)	Barriers Encountered/Potential Solutions	Deadline for Accomplishing Strategy
<i>Intervention Goal 1</i>					
<i>Intervention Goal 2</i>					
<i>Overarching Goal</i>					

Tool 20. Tips for Staying Informed

To review this content, go to [Prevention SustainAbilities: Planning for Success, Module 5: Working the Plan Over Time](#).

Make sure that all members of your planning team—as well as members of your broader coalition—are kept abreast of how your sustainability efforts are going. Below are some strategies for keeping people informed and on-task.

Who should complete: Coalition coordinator with buy-in from planning team members

- Identify a coordinator to oversee plan implementation and track progress.
- Convene regular conference calls and/or in-person meetings with all task leads.
- Post the plan online so everyone involved can share new information as it comes in.
- Establish a virtual calendar that sends out reminders of upcoming deadlines.
- Check in directly with task leads as deadlines approach.
- Make time to celebrate successes, both large and small.
- Provide regular progress updates to the broader coalition—to get input, tap capacities, and share all you've accomplished.

Tool 21. Related Resources

Prevention Solutions@EDC

<https://preventionsolutions.edc.org/>

The Prevention Solutions@EDC website offers a wide selection of resources to support prevention planning, including direct links to the Prevention Collaboration in Action toolkit.

21st Century Partners in Prevention

<https://pscollaboration.edc.org/tool/21st-century-partners-prevention>

Strong, local partnerships serve as the backbone of successful community substance abuse prevention and sustainability efforts. This resource offers an introduction to some new, non-traditional partners.

A Sustainability Planning Guide for Healthy Communities

https://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability_guide.pdf

Developed by the Centers for Disease Control and Prevention, this guide presents a process for sustaining policy strategies and related activities, introduces various approaches to sustainability, and demonstrates sustainability planning in action with real-life examples.

The Foundation Center

<https://fconline.foundationcenter.org>

The Foundation Center is dedicated to strengthening the social sector by advancing knowledge about philanthropy in the U.S. and around the world. This website offers extensive resources to help visitors understand different types of funders, find appropriate funding opportunities, and build fundraising skills.

The Fundraising Authority

www.thefundraisingauthority.com/

The Fundraising Authority offers fundraising services and resources for nonprofits, including a guide for beginners (click on “Basics”); articles on such topics as donor cultivation, case statement development, and fundraising; and podcasts on such topics as the power of storytelling, crowdfunding, and building donor relationships online.

GrantSpace

<https://grantspace.org/>

GrantSpace, a service of the Foundation Center, provides access to in-person and online trainings, practical tools and sample documents (e.g., successful letters of intent and grant proposals), and additional resources on such topics as developing budgets, finding grants, writing fundraising and marketing materials, and organizational sustainability.

Grants.gov

This website, managed by the U.S. Department of Health and Human Services, helps grant seekers find and apply for federal grants. Special features include an extensive “Grant Learning Center”, “Forecast” (search for grants that are coming before they’re officially posted), and “Workspace” (collaborate with colleagues on grant applications).

The Grantsmanship Center

<https://www.tgci.com/>

The Grantsmanship Center helps nonprofits earn income to support their programs by offering in-person trainings and online resources on such topics as fundraising readiness, how to find the right funder, getting the grant 101, and how to apply for federal grants. Visitors can also access state-by-state funding information.

Raise-Funds

<https://www.raise-funds.com/>

Raise-Funds.com offers extensive resources, including informative articles and practical tools, to help nonprofits secure support for their work. Topics include fundraising readiness, policies, practices, and sources, as well as developing a communications strategy and designing a communications plan to support fundraising efforts.

Step By Step Fundraising

<http://www.stepbystepfundraising.com/>

Step By Step Fundraising offers practical resources to help nonprofit groups and organizations, both large and small, raise funds to support their causes. The fundraising ideas and strategies presented on this website come from actual fundraisers and offer real-world insights about what does—and does not—work.

Sustaining Grassroots Community-Based Programs: A Toolkit for Community- and Faith-Based Service Providers

<https://sites.ed.gov/aapi/files/2014/03/SAMHSA-Toolkit.pdf>

This toolkit is designed to help grassroots organizations and faith-based organizations develop substance abuse and mental health treatment services. Topics include organizational assessment, marketing, financial management, sustainability and funding, and evaluation.

Sustaining Improved Outcomes: A Toolkit

<https://nyshealthfoundation.org/wp-content/uploads/2017/11/sustaining-improved-outcomes-toolkit.pdf>

Developed by the New York State Health Foundation, this toolkit addresses how to sustain improved outcomes that have been achieved during project implementation.