Sustainability is....

A sustainable partnership has enough resources to intervene at the community level and can maintain these resources long enough to see community-level outcomes.

CADCA Sustainability Primer

Sustainability is a community’s ongoing capacity and resolve to work together to establish, advance, and maintain effective strategies that continuously improve health and quality of life for all.

CDC’s Health Communities Program. (2011). A sustainability planning guide for healthy communities

In the case of substance abuse prevention, that involves developing prevention systems that promote and support the delivery of effective prevention strategies in order to prevent and reduce substance use, misuse and abuse among whole populations. Ultimately, sustainability is about maintaining positive outcomes in these populations.

## Elements of a Sustainable Coalition / Partnership

<table>
<thead>
<tr>
<th>Element</th>
<th>Rank</th>
<th>Rationale</th>
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<tbody>
<tr>
<td>Partnerships / membership</td>
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<tr>
<td>Cultural Competence</td>
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<td>Process</td>
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<td>Strategies</td>
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<td>Resources</td>
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<td>Training &amp; T/A</td>
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<td>Data</td>
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<tr>
<td>Community outreach / ownership</td>
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</table>
• **Prevention is a Continuum** – Prevention extends from deterring diseases and behaviors that contribute to them to slowing the onset and severity of illnesses when they do arise.

• **Prevention is Prevention is Prevention** – The mechanisms of prevention are the same whether the target is on changing social, environmental or biological factors for many diseases.

• **Successful Prevention Decreases Risk Factors and Enhances Protective Factors** – The same risk factors affect many health issues – from depression and substance use to heart disease and diabetes. Other factors can protect against these health problems. The goal: to reduce risk factors and enhance protective factors that can compromise health.

• **Prevention Requires Adoption of Known Effective Prevention Practices Within a Framework That Works** – Research and experience have produced highly effective prevention programs to reduce risk factors and promote protective factors.

• **Systems of Prevention Services Work Better Than Service Silos** – The best prevention results from partnerships; without collaboration, even the best prevention efforts will not leverage collective resources and can miss achieving their potential.

• **Common Data Sets Across Service Systems Can Help Assess Prevention Efficacy and Promote Accountability** – Solid evaluation can help assess programs effectiveness and the value of engagement across service systems.

• **Recognizes the importance of States and communities** - Coordinating funding and developing infrastructure.

• **Comprehensively address Substance Abuse** - Through multiple strategies across multiple sectors with both the public and private sector resources.

The Strategic Prevention Framework

Assessment
1. Assess Community Needs and Resources
2. Analyze Problems and Goals
3. Develop a Logic Model

Planning and Implementation
4. Develop Strategic and Action Plans
5. Develop and Implement Interventions
6. Advocate for Change/Influence Policy

Capacity and Cultural Competence
12. Enhance Cultural Competence
11. Improve Leadership, Organizational Management and Development
10. Increase Participation and Membership
9. Create and Maintain Coalition Partnerships

Evaluation & Sustainability
8. Sustain the Coalition’s Projects and Initiatives
7. Evaluate the Coalition’s Efforts
Applying Cultural Competence Throughout the SPF

**Assessment**
- Accurately assess the influence of their own values, perceptions, opinions, knowledge, and social position on their interactions with others.
- Provide and promote an atmosphere in which similarities and differences can be explored, and understand that this process is not only cognitive but attitudinal and affective, as well.

**Capacity**
- Learn to be an ally to groups that experience prejudice and discrimination in the community. Help others learn to be an ally to their own cultural groups.
- Help expand other people's knowledge of their culture, and affirm and legitimize other people's cultural perspectives.

**Planning**
- Learn to embrace new, ambiguous, and unpredictable situations, and be persistent in keeping communication lines open when misunderstandings arise.
- Encourage community members to see themselves in a multicultural perspective, and encourage skill-building in cross-cultural interactions and communication.

**Implementation**
- Encourage and accommodate a variety of learning and participation styles, building on community members' strengths.
- Draw upon the experiences of participants or collaborators to include diverse perspectives in any given intervention.

**Evaluation**
- Be skeptical about the validity of diagnostic tools applied to people who are culturally different from those upon whom the norms were based.
- Understand, believe, and convey that there are no culturally deprived or culturally neutral individuals or groups, and that all cultures have their own integrity, validity, and coherence, and deserve respect.

If sustainability is the ability to get resources and support 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.

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.

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!

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.
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<thead>
<tr>
<th>Assessment</th>
<th>Capacity</th>
<th>Planning</th>
<th>Implementation</th>
<th>Evaluation</th>
<th>Cultural Competence</th>
<th>Sustainability</th>
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Sustaining Prevention In Vermont

State-Level

Regional-Level

Community-Level

Coalition-Level
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<tr>
<th>Expense Category</th>
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What is to be sustained – Partnership/Coalition or specific intervention?

Why is it needed? (The answer is usually based on the results of the Partnership/Coalition’s community assessment.)

Specifically how does the intervention or Partnership/Coalition make a difference? (The answer is usually based on the Partnership/Coalition’s logic model and intervention plan.)

What is the unique role of the Partnership/Coalition or intervention? (The answer speaks precisely to what the Partnership/Coalition or intervention does that no one else in the community can do/does. What would happen if the Partnership/Coalition or intervention went away? The answer is usually found in your Partnership/Coalition’s strategic plan.)
Who is involved in the Partnership/Coalition or intervention?

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

Is the Partnership/Coalition or intervention cost effective? How do you know?

__________________________________________________________

__________________________________________________________

__________________________________________________________

__________________________________________________________

WHEN CUSTOMIZING FOR A SPECIFIC AUDIENCE OR DONOR

What specific resource is being requested?

Why is this donor the one being asked? (The answer is usually highlights what part of the Partnership/Coalition work is of special interest to them, what issues addressed by the Partnership/Coalition are of special interest to them, or how the donor is uniquely position to supply the needed resource.)

Who is involved with the effort that this donor knows or trusts? (Also this can address who is leading the Partnership/Coalition that would increase this donor’s confidence in the Partnership/Coalition? The answer can help to create a “bandwagon.”)
Most volunteers are familiar with only a few strategies for gaining resources and even fewer sources. When a coalition begins the process of planning for sustainability it may find it helpful to provide volunteers with a complete list of potential strategies so that they can become familiar with all of the available options.

Earlier it was noted that there are four basic strategies for gaining needed material resources - share, charge, ask or earn. Each of these strategies can be implemented by the coalition in many ways. What follows is a brief discussion of the strategies for gaining needed resources. The ideas in this discussion will then be applied to the resource inventory just completed.

STRATEGIES FOR GETTING MATERIAL RESOURCES

SHARE - Ways coalitions typically SHARE needed resources:

Asset Sharing: These are resources such as equipment and space that could be classified on a balance sheet as an asset. Typical examples include sharing office space with other agencies, using copy equipment owned by the coalition’s fiscal agent, or sharing the use of a passenger van with several youth service programs. The key point is that the coalition did not have to purchase or pay for these assets.

In-Kind Contributions. This is when someone or an organization donates something they already have such as supplies, materials and staff time. These are items that would not be considered an asset on a balance sheet. For example, in order to print the coalition newsletter a local printing company agrees to donate the paper, printing and time. A lawyer may donate their legal advice to help the coalition attain non-profit tax status. A final example is when a local public accountant donates their time to audit the coalition’s financial records.

Leverage Shared Positions. This is different than loaned or in-kind staff time. This is when two or more organizations share a staff position. For example, a coalition is need of a public relations person and so is one of their partners. Neither the coalition nor their partner have the financial resources to make the position attractive. They combine their resources and create a position that is responsible for work at both the coalition and the partner.
Fee For Service. Fee for service arrangements allow a coalition to charge for a service provided to the community. For example coalitions may charge for training area non-profit staff on the fundamentals of prevention or charge area businesses for consultation on effective personnel policies that address substance abuse.

Fine or Penalty with Revenue to Prevention. Many branches of government have the ability to assess fines or penalties associated with breaking laws and regulations. An example of this is when a judge assesses additional fines to those who are convicted of providing alcohol to minors with these fines dedicated to the coalition or a community fund that addresses the issue of adults providing alcohol to minors. Coalitions across the country receive money from fines that range from property code violations to court orders.

Line Item in a Government Budget. Many coalitions receive money from city and county prevention budgets. This could take the form of a contract for service from the local funding authority for alcohol and drug services. Additionally, many localities designate all or a portion of funds received through DUI’s and drug forfeitures to the prevention of like activities, providing another avenue to become a line item in either the police department’s or prosecutor’s budget. Some coalitions are also a “stand alone” item in their city or county budget – that is their budget allocation is not given through a city’s police or human services department but is given directly.

Line Item in Another Non-Profit Agency’s Budget. Many times this comes in the form of contracts for those things that the coalition can provide such as coordination or training that are outside of the capacity or mission of the sponsoring non-profit. There are coalitions that are almost completely funded by the United Way through the United Way’s capital budget. This means that the coalition does not apply for funding each year through the normal United Way allocation process, rather, the coalition is a line item in United Way’s budget.

Membership Dues. Membership dues can be as informal as “passing the plate” at coalition meetings to establishing levels of monetary commitment or as formal as an annual requirement. It is important to note that members will want something in return. This strategy is sometimes most successful when it is coupled with value added services that only the coalition can provide, i.e. policy updates, lobbying efforts, evaluation or research. This strategy can be very detrimental if it creates barriers to participation by anyone in the community who cares about reducing substance abuse.

Acquire Tax Revenue. This requires legislation to make happen. County commissioners, city councils, or state governments may pass legislation raising tax revenue or dedicating tax revenue to specific entities. This strategy is most successful when the tax revenue being sought is directly tied to the problem you are trying to address. Some coalitions have helped create “special purpose tax districts” with the tax revenue generated going to area youth development efforts.
ASK - Ways coalitions typically ASK for needed resources.

Grants. Local, state, and federal governments, and family or community foundations are typical grantors. These grants can come in large and small amounts. They also can be very competitive and restrictive so a coalition should do their homework carefully. Most coalitions in the country receive some type of grant support.

Fundraisers. Fundraisers are a logical and familiar tool in a coalition’s sustainability toolbox. However, many coalitions underestimate the cost and time associated with staging a fundraising event. The best fundraisers not only generate money but also contribute to the mission of the group such as recognition of community leaders and efforts or providing alternative activities for youth.

Individual Donors. Many coalitions avoid this strategy all together. They are afraid to ask potential donors for contributions or simply have not considered this opportunity. Money raised from donors is a great way to develop discretionary funds for the coalition. The most successful individual donor campaigns insure a multi-year commitment so that the coalition can better predict their donation revenue from year to year.

United Way / Payroll Giving. The United Way is a part of most American communities. United Way contributions can be like grants in that they come with many strings attached. Payroll giving works best when one of the coalition members is a business or the chamber that is willing to undertake this on behalf of the coalition. This can be very time consuming and coalitions should be cautious to not compete with their member agencies in this area.

Endowed Funds / Planned Giving. This is a relatively new idea to many non-profit organizations and coalitions. It takes time to cultivate the necessary relationships but the time can be worth the effort. A special note, this is not a jumping off point for fundraising, it is part of a comprehensive strategy that is usually undertaken after other sustainability strategies have been successfully implemented such as long term individual donations and well established fundraising events.
**EARN - Ways coalitions typically EARN needed resources.**

**For-Profit Business.** Examples of this include an ice cream shop that is owned by a job training organization through which they meet their job training objectives and also meet some of their financial needs. Initiatives like these can be a very difficult undertaking. Most non-profit organizations lack the necessary experience to run a for-profit business. Additionally, for-profit businesses can take away from the mission and purpose of the non-profit entity. The most typical for-profit business run by substance abuse coalitions are employee assistance programs. Coalitions must seek advice and expert guidance before undertaking this type of endeavor.

**Business Planning.** This is essentially the products or services the coalition has, their relative value and how the coalition intends to market them, to whom and a timeline for implementation. This is a logical extension of what many coalitions do with the addition of a significant marketing plan and an emphasis on identifying what of value the coalition has to “sell” to the community.

**Partial Ownership of For-Profit Enterprises.** This can be a helpful alternative to the coalition starting its own business. Coalitions can develop a relationship with an existing business that shares their values and mission. This strategy comes with the same inherent dangers of starting a business but it spreads the risk and builds in some of the necessary expertise. This type of effort is often called “social entrepreneurship.”
## Future Funding Sources
### Year: 20__
Total: $________

### Funding Source
#### Share:
- Asset Sharing
- In-kind contributions
- Leverage Shared Positions

#### Charge:
- Fee for Service
- Fine/Penalty Revenue
- Line Item - Govt.
- Line Item – Non-prof.
- Membership Dues
- Tax Revenue

#### Ask:
- Grants
- Fundraisers
- Individual Donors
- United Way / Payroll
- Endowment/Planned Giving

#### Earn:
- For Profit Business
- Business Planning
- Partial Ownership

### Total:
100%
Su
stainability Plan - Acme County CARE Coalition

Case Statement:

The Acme County CARE Coalition has been instrumental in reducing marijuana and alcohol abuse by youth in our community. The coalition makes a difference by utilizing strategies that have been proven successful and are driven by scientific research. The work of the Acme County CARE Coalition has proven to be an essential component to reducing substance use and abuse in our community through prevention efforts such as community and family education, coalition partner trainings, student programs, special events and advocacy. It is imperative to sustain our work that has produced a verified decrease in substance usage and made significant strides in building stronger families for Acme County.

One of the things that sets us apart, is that the coalition is composed of concerned and committed citizens representing 12 different sectors who have been trained to utilize strategic planning to achieve its goals. By using volunteers and in-kind contributions we have been able to keep costs to a minimum, however it’s essential to diversify our sources of funding to ensure the stability and longevity of the coalition and its contribution to the community. So, to ensure the continuation of this important work, we need your help in sustaining our qualified and dedicated staff, suitable office facilities, and updated communication tools and applications.

What needs to be sustained?

In order to achieve our goals, the following outcomes and strategies must be sustained:

- Reducing substance abuse rates through the development of effective environmental strategies that are culturally-appropriate and community-based.
- Building the capacity of coalition and community members to address substance abuse issues through support of sustainable, integrated prevention programs.
- Increasing the skill set, knowledge and resources of the coalition, regarding effective prevention and response such as SAMHSA Strategic Prevention Framework and other strategies related to substance abuse and health issues.
- Increasing the availability of local substance abuse prevention services to at-risk youth and adults in the targeted population groups.
- In order to achieve these outcomes the following efforts must be sustained: Community Advisory Coalition (CAC), Youth Engagement in Environmental Prevention Strategies Teens Against Drugs and Alcohol (TADA) and Parent Engagement in Environmental Prevention Strategies - Parent Support Network.
What resources are required?

The following resources are required to sustain this collaborative community effort:

- Two full time staff with combined salaries and benefit costs of $150,000
- A periodic Student Health Survey, professional comprehensive analysis $11,000 per 2 year cycle.
- Programmatic costs such as office supplies, computers, phones, copies, food for meetings, and rental costs for offices and meeting spaces. $20,000
- Training for coalition members $10,000
- Professional consultants for various trainings such as alcohol retailer trainings & law enforcement training: $9,000

Total Costs per year: $200,000

Existing Resources/Termination Dates:

1. $100,000.00~DFC~Expires 9/30/2015~Funds 2 Staff, Office Space, Utilities, Phone
2. $3000.00~ Exp. 12/30/17~OVUC and Private Donations ~ Funds Staff/Supplies Mentor
3. $7500.00~Exp. 6/30/18~Champions~FundsYouth Programs Staff and Supplies
4. $27,000.00~Exp. 6/30/16~SPF-SIG~Funds Policy Board Staff and Supplies

Key Strategies and Sources to Meet the Areas of Need:

Specifically, the coalition will seek to obtain the $200,000 in required funding in the following ways:

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Potential Sources - Actions</th>
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<tbody>
<tr>
<td>1. Fundraisers 15% = $30,000</td>
<td>Partner with ACME Kiwanas Club to sponsor Golf Tournament.</td>
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<tr>
<td></td>
<td>Partner with local businesses to sponsor Family Night fund raisers</td>
</tr>
<tr>
<td>2. Grants = 25% = $50,000</td>
<td>Apply for local foundation grants. Identify grants that fund coalitions, health initiative and infrastructure.</td>
</tr>
<tr>
<td>3. Line Item in County Budget – County Commissioners 25% = $50,000</td>
<td>Develop relationship with Acme County Commissioners by establishing semi-annual meetings and other communications with each County Commissioner. Assign coalition members to follow up with each Commissioner</td>
</tr>
<tr>
<td>4. In-kind contributions 35% = $70,000</td>
<td>Coalition members to donate their time to coalition efforts. Establish a “time bank” to record and reward coalition members for their efforts.</td>
</tr>
<tr>
<td>5. Fees for Services 10% = $20,000</td>
<td>Charge for Court Ordered Classes for DWI Citations. Work with courts and law enforcement of each city within ACME County to coordinate classes.</td>
</tr>
<tr>
<td>6. Membership Dues 5% = $10,000</td>
<td>Begin a dialogue with Coalition members about sustainability and the need to diversify resources. Discuss range of potential dues for coalition members.</td>
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### Action Plan to Implement Strategies:

<table>
<thead>
<tr>
<th>Task</th>
<th>By Who?</th>
<th>By When?</th>
<th>Resources Required</th>
<th>Who needs to know?</th>
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</thead>
<tbody>
<tr>
<td>Approach Kiwanas Club to discuss potential fund raiser.</td>
<td>Ronald Cey</td>
<td>June 25</td>
<td>One-pager coalition description</td>
<td>Kiwanas Leadership</td>
</tr>
<tr>
<td>Research, Prepare and Submit Requests to Applicable Foundations and Grant Opportunities</td>
<td>Steven Garvey</td>
<td>Aug 15</td>
<td>Access to Foundation Database</td>
<td>Coalition Board of Directors &amp; Partner Organizations</td>
</tr>
<tr>
<td>Conduct quarterly presentations to County Commissioners</td>
<td>Willa Russell</td>
<td>July 4</td>
<td>Format for one-pager for County Commissioners</td>
<td>County Commission Staff</td>
</tr>
<tr>
<td>Establish recognition program for coalition volunteers.</td>
<td>Stephanie Yeager</td>
<td>September 30</td>
<td>Database to record coalition member time.</td>
<td>Coalition Board of Directors</td>
</tr>
<tr>
<td>Train Facilitators and Organize Logistics. Establish Agreement with Courts.</td>
<td>Donielle Sutton</td>
<td>October 1</td>
<td>TOT material from curriculum developer</td>
<td>Chief Judge of Courts</td>
</tr>
<tr>
<td>Put Sustainability on Coalition Agenda. Publish report card reporting accomplishments to share with coalition members</td>
<td>David Lopes</td>
<td>September Coalition Meeting</td>
<td>Examples of Report Card formats</td>
<td>Coalition Board of Directors</td>
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</tbody>
</table>

### Contact Information:

Tom Lasorda, Acme County Coalition Coordinator  
22 Dodger Way  
Acme City, LA 02200  
Phone, Cell, Email, website
## Action Planning Worksheet

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<tr>
<th>ACTION (Steps)</th>
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Community Anti-Drug Coalitions of America (CADCA) is a nonprofit organization that is dedicated to strengthening the capacity of community coalitions to create and maintain safe, healthy and drug-free communities. The National Community Anti-Drug Coalition Institute works to increase the knowledge, capacity and accountability of community anti-drug coalitions throughout the United States. CADCA’s publications do not necessarily reflect the opinions of its clients and sponsors.

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