

**PARTNERS FOR PREVENTION IN ALLEGANY COUNTY
SUSTAINABILITY PLAN
OCTOBER, 2007**

COALITION SUSTAINABILITY: The ability to maintain the human, social, and material resources needed to achieve our coalition's long-term goals.¹

Introduction

Who we are. Partners for Prevention in Allegany County (PPAC), was formed to develop a Strategic Prevention Plan for Allegany County, New York. Under the Drug Free Communities grant program, PPAC provides critical support for the implementation of evidence-based prevention strategies. The goals of the Drug Free Communities Project include reduction of substance abuse by reducing risk factors and increasing protective factors in the community, school, family, and in individual/peer domains of young people in Allegany County.

The PPAC coalition has successfully been using the Strategic Prevention Framework consistent with SAMHSA's Drug Free Communities Grant guidelines to:

1. Distribute and collect a comprehensive needs assessment and community resource assessment.
2. Build the capacity of the coalition to include representation from several sectors of the community.
3. Create a working board to engage in planning multiple prevention strategies.
4. Implement evidence-based model programs and environmental strategies to reduce the risks and increase the protective factors.
5. Evaluate the progress and effectiveness of the prevention strategies implemented.

What we are doing. PPAC is working with a key leader group and coalition members representing every sector in the community to develop the comprehensive plan and implement multiple prevention strategies. PPAC is in the process of implementing selected evidence-based programs in the community. PPAC has also coordinated numerous community events and activities in collaboration with community groups. This preliminary sustainability plan is the first step in assuring long-term support for the PPAC coalition.

¹ This definition and the elements of the outline of this plan are taken from *Sustainability Primer: Fostering Long-Term Change to Create Drug-Free Communities*, Community Anti-Drug Coalitions of America, National Community Anti-Drug Coalition Institute, 2007.

Status

What needs to be sustained?

Considerations in Sustaining the Current PPAC Model

PPAC currently operates under a federal Drug Free Communities Grant administered by Allegany Council on Alcoholism and Substance Abuse, Inc (ACASA). The Community Coordinator is an employee of ACASA and subject to all ACASA policies and procedures. The sections below describe resources needed if PPAC remains under the umbrella of ACASA or similar agency. Attachment I shows an estimated budget and list of other resources needed to sustain PPAC in its current form.

Core coalition functions. The single most critical resource for any coalition is a dedicated full-time coordinator. Currently, the coordinator position is supported by the Drug Free Communities Grant from the Substance Abuse Mental Health Services Administration (SAMHSA). The estimated costs are highlighted in the proposed budget. (Attachment A)

Planning Framework. The Strategic Prevention Framework requires on-going assessment and evaluation in order to identify the most effective prevention strategies. The planning process includes conducting surveys of students and the community, collecting existing data from a variety of sources, and analysis of data to identify priority needs. Costs associated with data collection and analysis includes student surveys, community surveys, comprehensive community resource assessments, and strategic evaluations.

Promotion & Marketing. Sustaining a coalition requires constant marketing to create public awareness and to promote public support, and recruit community members for involvement in the on-going projects and activities. Promotion and marketing include use of media as well as sponsoring public forums and other community events. Also, the development and maintenance of a dedicated website has become a necessity to staying in contact with the community.

Prevention Strategies. A variety of prevention strategies have evolved and will continue to evolve out of the coalition function. These strategies range from those requiring no outside resources to evidence-based strategies with significant costs. The comprehensive plan calls for strategies ranging from environmental approaches, e.g. policies, social norms, to school and/or community-based evidence-based programs. In addition, selected strategies range from newly identified programs, not yet implemented, to well-established programs provided by local prevention organizations, e.g. Allegany Council on Alcoholism and Substance Abuse, Inc (ACASA).

Considerations For Forming New Organization

PPAC currently operates under the corporate umbrella of Allegany Council on Alcoholism and Substance Abuse, Inc (ACASA). In the future, the coalition might consider forming a separate not-for-profit (501-(c)-(3) corporation to host the coalition as a means to sustain the coalition efforts. Setting up a corporation can significantly drain the time and energy of coalition members as they develop bylaws, establish a board of directors, and complete the legal requirements of registering a 501-(c)-(3) corporation.

Attachment I includes an estimated budget and list of other resources needed to operate PPAC as a separate 501-c-3 Corporation. The primary difference between this approach and the current approach is the need to establish and operate a separate organization. In addition to the direct costs of operating the coalition, operation of a corporation requires an executive director, administrative support, separate facilities, and other on-going indirect costs.

One of the perceived benefits of operating a separate corporation is the independence from policies and restrictions of a parent organization. The corporation through its board can determine what sources of income will be sought and accepted and can choose to avoid entering into contracts that restrict coalition functioning. For example, an agency that receives prevention funds from the State is required to participate in reporting systems that are often time-consuming with little direct value or relevance. In addition, State funds often come with mandates or guidelines for use of resources including salaries.

Regardless of the organizational structure of PPAC in the future, several areas of sustainability will remain the same.

Required Resources

Human Resources

Coalition Members. PPAC currently has significant representation from every sector of the community. However, over time all coalitions experience changes in membership due to individual participant's change in duties and priorities. In addition, as the coalition's needs change, new types of members are required. Recruiting active members for the coalition is vital and is an on-going process.

Coalition Staff. PPAC currently has one Community Coordinator and the services of a planning, research, and Evaluation Consultant. Support services such as secretarial and administrative, e.g. payroll, are also vital to coalition functioning. In lieu of the coalition functioning as a separate corporate entity, these services must be provided by a host organization.

Volunteers. Volunteers in the community are used at every level of coalition functioning. Some individuals assist with individual events and others are involved in the long-term development and implementation of prevention strategies. There are costs associated with recruiting, training, and providing rewards for volunteers. Volunteers should not be expected to work for "free." They need to be reimbursed for costs associated with the services they provide, including travel, food, and supplies.

Social Resources

Community Systems. 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.

Connections among community and others. PPAC's community connections will change. The growing trend indicates a shift toward regional approaches to development and service delivery. PPAC has found itself with a broader range of available partners—but also a wider focus and range of concerns.

Material Resources

Funding Streams. The levels and types of material resources available to PPAC'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. PPAC's model for addressing material resources is provided below in the strategy section.

In-kind goods and services. PPAC relies on the time and commitment of numerous community members and representatives of public and private agencies. In addition, PPAC activities have utilized the facilities of local schools and churches. Local businesses have provided cash donations as well as supplies for several community-based events. All of these in-kind goods and services will be needed on an on-going basis.

Identifying resources in the community. There are several approaches to identifying community resources. First, through coalition members, local businesses and organizations with a history and reputation for supporting community events are identified. Representatives of these businesses and/or organizations are invited to participate in a coalition-sponsored event where they can learn about PPAC's mission, vision, goals, and activities. Secondly, these organizations will identify the type of support that they are willing and able to give for a certain event.

Another approach is to seek large corporate donors willing to make substantial financial commitment to either support coalition programs and/or to help establish an endowment that can sustain these efforts in the long run. Corporate leaders need to be made aware of the financial, as well as personal costs of substance abuse to the corporate "bottom line." Many corporate leaders may have a vested interest because of personal loss or the impact of substance abuse on their lives or the lives of their loved ones.

Benefits of the coalition. The Strategic Prevention Framework calls for the evaluation of all coalition activities and strategies. The results of evaluation can document the financial and personal savings to the community. In addition, periodic reports document for the community the extent to which these benefits are a direct result of the coalition's functioning.

Community Action

Committee/Task Force on Coalition Sustainability. The PPAC Key Leader group will form a sustainability committee to update and finalize the sustainability plan and implement the sustainability strategies that are called for in the plan. The Sustainability Committee should consider workgroups to address specific sustainability activities.

Funding strategies. The four major funding strategies described below will require participation and commitment from a broad spectrum of the community. For example, a fundraising workgroup should include representatives of business, media, youth, and other sectors involved in planning and implementing fundraising events.

Partners and Stakeholders. Throughout this sustainability plan, the critical role of partners and stakeholders has been detailed. Coalition partners are vital to completing plans and implementing strategies. Local businesses and organizations who view themselves as stakeholders in PPAC's mission are more likely to support PPAC's activities through human resources, material resources, and in-kind contributions.

Strategy

Promotional Materials. Currently PPAC has prepared a comprehensive plan suitable for use by key leaders and coalition members in guiding the development of prevention strategies. Using the content of the plan, promotional materials need to be developed that will raise awareness and motivate involvement on the part of the community-at-large. Promotional materials should include an interactive website, media stories related to PPAC's activities, promotional brochures, written materials and other resources for youth and parents, as well as educators and other professionals.

Action Plan to Recruit Partners. PPAC's key leader group should establish a working committee to recruit new partners to serve in leadership positions, participate in the coalition and provide financial and other support. A second step in recruiting partners is to use media events and public forums as a vehicle to promote participation in PPAC. A third approach is for PPAC to serve as the structure for groups in the community concerned about specific issues related to PPAC's mission. For example, a group of parents concerned about bullying issues is currently operating under the guidance and structure of PPAC to organize, plan, and implement their own strategies. This approach of working with affiliated groups is mutually beneficial because members of these small groups can have access to key leaders in the county.

Resource Development Plan

Ongoing support for the PPAC core functions will require consideration of each of the following:

Grants/Contracts. To date, the PPAC Coalition core functions have been supported primarily with a Drug Free Community grant designed to build community capacity to plan and implement prevention strategies. The Federal Drug Free Communities Grant provides approximately \$100,000 per year for up to three to five years. The intent of the grant is coalition building.

While State and Federal agencies continue to emphasize strategic planning and community based partnerships as the most effective approach to prevention, future funds that can be used specifically for core functions of PPAC are uncertain at best.

Project grants are another source of support for core coalition functions. Prevention activities have rarely been viewed as services to be purchased. However, the PPAC coalition is in a position to obtain major funding for community-based prevention programs through the Strategic Prevention Plan, extensive data, staff, consultant, and coalition member expertise. Each grant that has been or will be received through PPAC's efforts is implemented by one or more community-based organization. The costs of administration and technical assistance provided by PPAC should be included in the overhead or indirect costs of each grant. In essence, this is a fee for service.

Indirect costs included in grants and contracts can be used to support the operation of a separate corporation or to reimburse an umbrella agency for these costs.

Fundraising. PPAC has not yet been a direct fundraising organization. However, several individuals and organizations have offered financial donations to support coalition activities. Fundraising requires a substantial investment of time and professional expertise but can have significant returns. PPAC will call on coalition members, especially those from the business sector, to assist in establishing fund raising plans including one or more “signature” events.

In terms of sustainability, one of the most secure approaches is the development of an endowment. Though establishing the endowment is a major undertaking, once established the organization benefits from the interest earnings. For example, several United Way chapters have established endowments, the earnings from which fully support the operating costs of the organization.

Many donors would prefer that their funds be used for direct services. However, virtually all community based organizations that provide services use some donated funds to operate their corporations. In order for fundraising to be used to support a separate corporation for PPAC, the benefits of having such an organization will need to be documented and promoted.

Earned Income Business. Numerous not for profits organizations have developed earned income businesses, run as a separate or subsidiary corporation, to provide ongoing income. For example, ARC provides janitorial services to the County on a fee for service basis. Development of a profitable business requires a business plan and at least some initial capital investment. The ideal business for a group like PPAC is one that provides a product or service with some link to the mission of the organization though this is not always required. For PPAC to proceed in this direction will require business expertise and some source of initial capital investment.

Community Support Formula. A long-range support model is one in which the communities or sectors in the county contribute to the core functions of the coalition thus, enabling a comprehensive prevention program. Each municipality or school district might provide financial support in proportion to the benefits they would receive from the reduction of harm from alcohol, tobacco and other drugs incurred in each sector. For example, with the current structure of PPAC, the major core functions could be provided for approximately \$100,000 each year. This

represents an average of less than \$9,000 for each of the 12 school districts in Allegany County. In return, each district might well receive five, ten or more times that much in PPAC generated grant funding for school-based prevention programs. In addition, the cost benefit of many of these programs is enormous. If a program can prevent one student from requiring full-time services from BOCES, the saving to the student's home district is estimated at \$30,000.

This model has been successfully implemented to provide the capacity to implement the comprehensive protection plan for the Canandaigua Lake Watershed. In the project that served as the model for this approach, each of 14 municipalities that benefits from the lake voluntarily contribute to support a coalition with a Coordinator for the protection plan. The Coordinator garners funding for specific prevention activities and works with local government to address policy issues.

The formula for determining the "share" of the prevention capacity for each community requires comprehensive data such as that collected and analyzed by PPAC as part of its ongoing strategic planning efforts.

The community support formula has the greatest potential for supporting a separate incorporated organization since it is this "core function" that these funds are meant to support. Again, it will be critical to document and promote the effectiveness of a separate corporation in garnering support for and implementing prevention strategies.

This four-point plan will require guidance from the Key Leaders of PPAC and will necessitate recruiting new members with special skills in areas of fundraising, business planning and policy development.

Conclusion

This preliminary sustainability plan provides the framework for the PPAC key leaders and coalition members to assure sustainable support for prevention activities in Allegany County. To successfully finalize and implement this plan will require the efforts of many individuals working collectively on the multiple components described in this document. No one approach will provide adequate sustainable resources, however, progress on each of the multiple approaches described in this plan will assure sustainability.

Part of the process of developing and implementing a sustainability plan will be consideration of the structure PPAC will take in the future. The Key Leaders of PPAC will need to give careful consideration to the pros and cons of remaining under the umbrella of ACASA, affiliating with another umbrella agency or forming a separate corporation.

**ATTACHMENT I
PARTNERS FOR PREVENTION IN ALLEGANY COUNTY
PROPOSED BUDGET 12-2007**

A. Personnel				Umbrella	Independent
	Salary	%		Total	Total
Division Director	\$ -	0%		\$ 4,000.00	\$ -
Community Coordinator	\$ 30,936.00	100%		\$ 30,936	\$ 30,936
Support Staff	\$ 18,000.00	25%		\$ 4,500	\$ 18,000
Community Educator				\$ 4,000	\$ -
			Total	\$ 43,436	\$ 48,936
Executive Director	\$ 35,000.00	100%		\$ -	\$ 35,000
	\$ -	0%		\$ -	\$ -
			Total	\$ -	\$ 35,000
		Sub	Total	\$ 43,436	\$ 83,936
B. Fringe Benefits					
Employer's FICA	7.65%	\$ 43,436		\$ 3,323	\$ 6,421
Unemployment	1.1%	\$ 43,436		\$ 478	\$ 923
Worker's Comp	1%	\$ 43,436		\$ 434	\$ 839
Disability	0.8%	\$ 43,436		\$ 347	\$ 671
Health/Life	0.0%	\$ -		\$ 12,000	\$ 24,000
			Total	\$ 16,582	\$ 32,855
C. Travel					
Local	360x12x.345			\$ 1,490	\$ 2,500
Training/Conference				\$ 2,000	\$ 3,000
			Total	\$ 3,490	\$ 5,500
D. Equipment					
				\$ -	\$ 8,000.00
			Total	\$ -	\$ 8,000.00
E. Supplies					
Coping	(1000x.11)x12			\$ 1,320	\$ 3,000
Office Supplies				\$ 3,125	\$ 5,000

Postage				\$ 1,200	\$ 1,200
			Total	\$ 5,645	\$ 9,200
F. Consultants					
Evaluation				\$ 10,000	\$ 10,000
				\$ -	\$ -
			Total	\$ 10,000	\$ 10,000
G. Other Cost					
Rent/Utilities		8 sq/ft	400	\$ 3,200	\$ 16,000
Telephone		50x12x2		\$ 120	\$ 2,000
Printing		Brochures		\$ 1,500	\$ 1,500
Student Survey		1.3 per	x1600	\$ 2,080	\$ 2,080
Meeting Room Rental				\$ 2,000	\$ 2,000
Cellular Service		One Phone		\$ 540	\$ 540
			Total	\$ 9,440	\$ 24,120
		Operational	Sub Total	\$ 79,153.90	\$149,491.25
H. Indirect Costs					
Prevention Strategies		\$350,000-\$700,000			
Full implementation of the comprehensive plan cost range					