



Northwest (HHS Region 10)

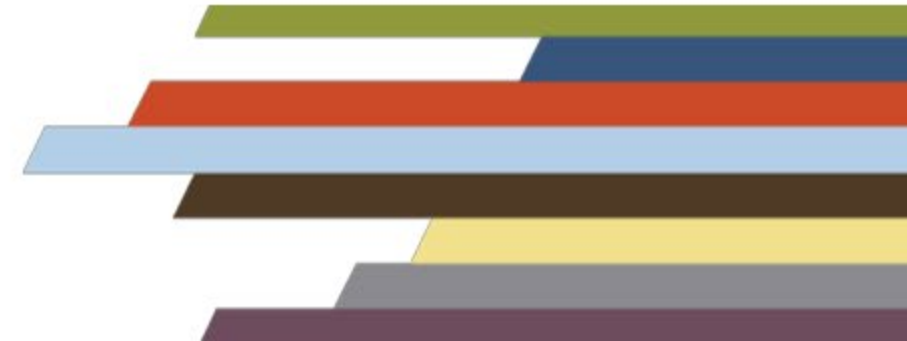
PTTC

Prevention Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration



On-the-Spot Discussion Panel: Engaging Key Decision Makers to Reduce Alcohol-Related Harms

March 14, 2022



Disclaimer

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This On-the-Spot Discussion Panel is being recorded and archived, and it will be available for viewing after the webinar. Please contact the webinar facilitator if you have any concerns or questions.

Housekeeping



- Put your questions in the chat box
- We will stop the recording for Q&A at the end of the panel
- For technical support email Maxwell Dinatalie, mdinatalie@casat.org

Objectives for Today

- Explore options for engaging with key decision-makers
- Connect with networks available to support public health and policy safeguards.
- Apply successes and lessons learned from today's regional spotlights to your work
- Tailor and use the Alcohol Awareness Toolkit
#ProofsIntheNumbers



Today's Agenda

Context Setting: Engaging Key Decision-Makers, Diane Riibe

Alcohol Action Network (AAN), A Project of APHA

Sean Haley, PhD, MPH

Alcohol Action Network Observations Toolkit, Julia Dilley, PhD, MPH

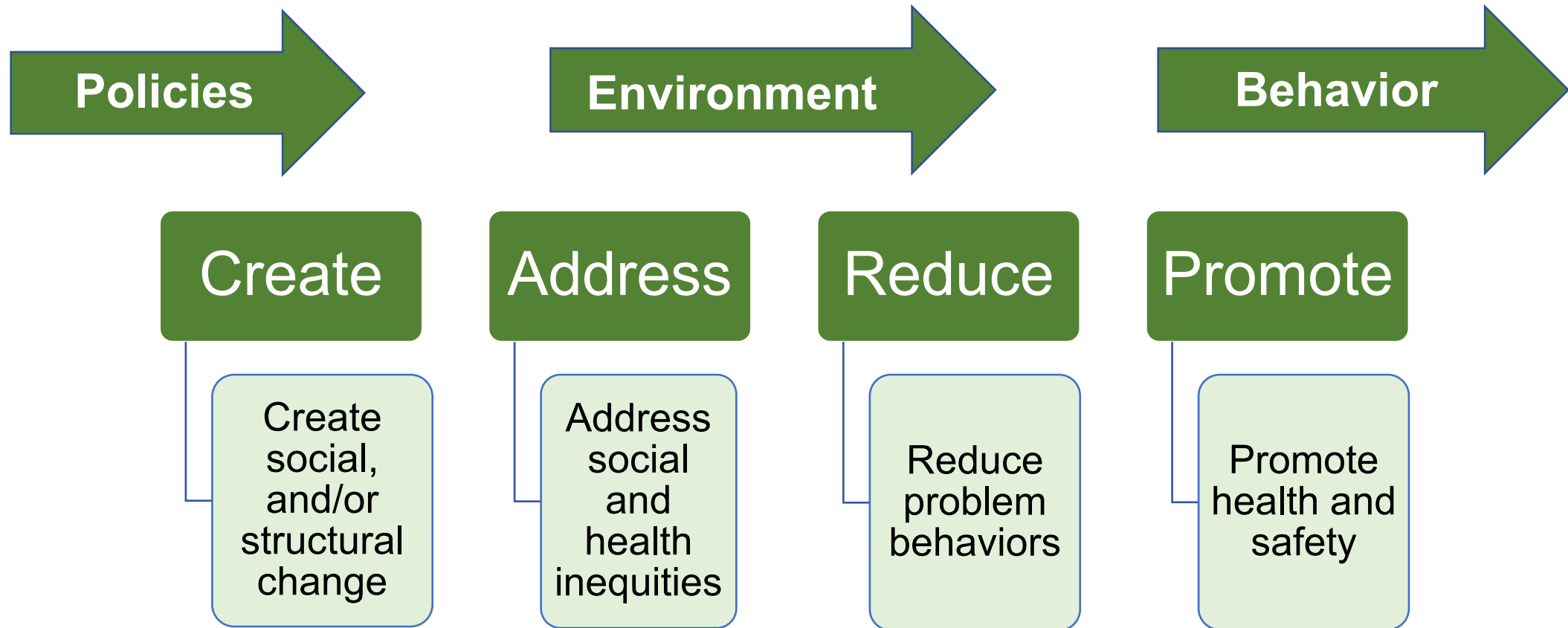
Regional Spotlights:

1. Anchorage Alcohol Tax, Tiffany Hall, MPH Recover Alaska
2. Failing Forward, Mike Marshall, Recover Oregon

2022 Alcohol Awareness Toolkit #ProofsInTheNumbers, Mary Segawa, MS

Questions and Discussion

Why an Environmental Approach



Education, Advocacy, Lobbying

Education

- Sharing data and information

Advocacy

- Actively raising awareness about an issue and how generally to address it.

Lobbying

- Asking for specific legislation, specific regulatory or judicial reform, or support for or against a ballot initiative. (Language: support, oppose, vote for, vote against, etc.)



So How Do I Know?

Advocacy

- Letters to the editor/op eds
- Coalition meetings
- Relationship building
- Community organizing
- Data collection and research
- Media interviews
- Presentations to community groups

Lobbying

- Communicating w/ decision makers (elected official/their staff or voters on ballot measure)
- About existing or potential legislation
- And urging a vote for/against
- **ALL three are required: decision makers, actual legislation, asking for a vote**

When Is Lobbying Allowed?

- When acting as a private citizen on your own time
- If your organization files IRS Form 5768 to make the “H” election and be listed as 501(H)
 - Up to 20% of total budget can be spent on lobbying, but not public funds (federal, state, county)
 - Must track hours and dollars spent



Don't Be Confused – Be Informed

- Seek out good sources of accurate information:
 - Alliance for Justice's Bolder Advocacy, Center for Lobbying in the Public Interest, Independent Sector, National Council of Nonprofits
- Talk with knowledgeable colleagues through APHA's *Alcohol Action Network* – professionals within your own circle
- Recognize that both advocacy and lobbying take courage
- ***Change precedes progress, and change is rarely comfortable – do it anyway***



Sean J. Haley PhD, MPH

Co-Founder AAN

Immediate Past Chair ATOD Section of APHA

Assistant Professor

Department of Health Policy and Management

CUNY Graduate School of Public Health and Health Policy

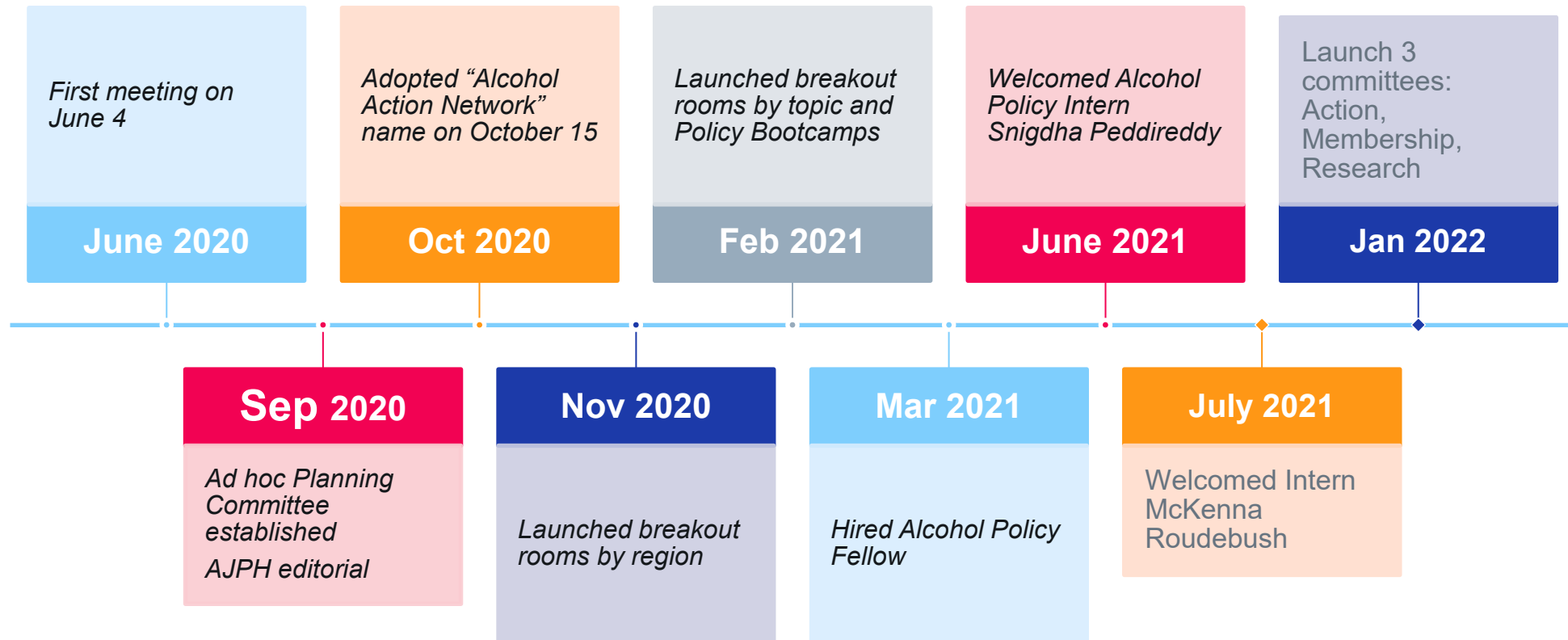


The Alcohol Action Network (AAN), a project of the American Public Health Association's (APHA) Alcohol, Tobacco and Other Drug (ATOD) Section, was established to address the increases in alcohol availability across the US. The only requirement to participate is that you are actively engaging in alcohol policy in your state or local community. AAN serves as a place to get support and resources for your alcohol policy efforts.

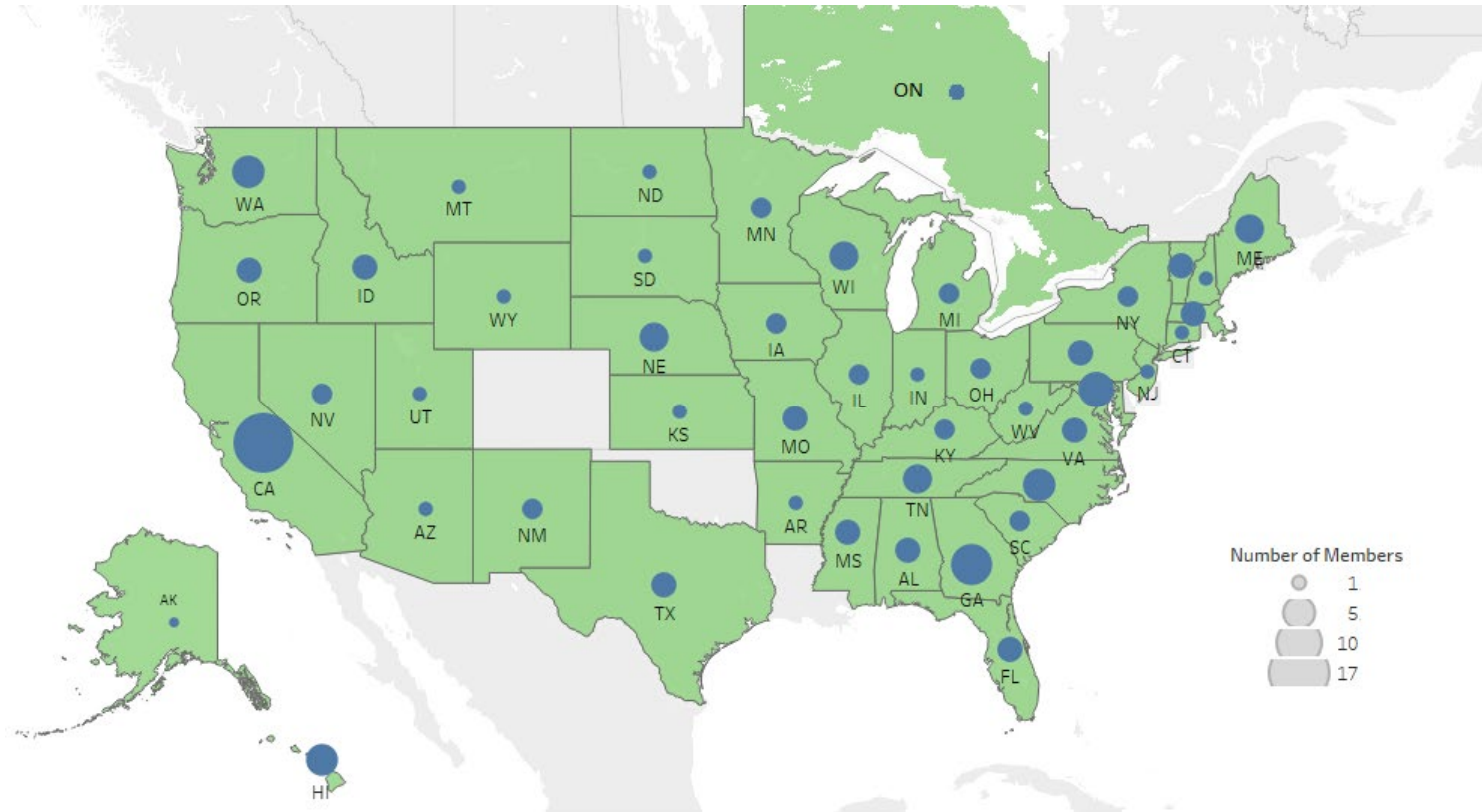
AAN Development Milestones

June – Dec 2020

Networking and information sharing in a large group

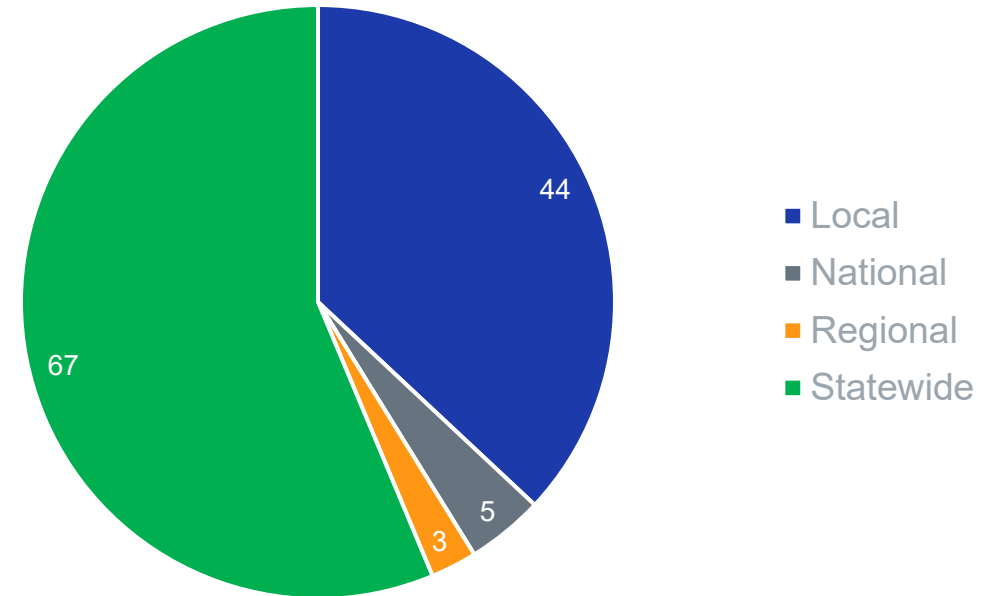
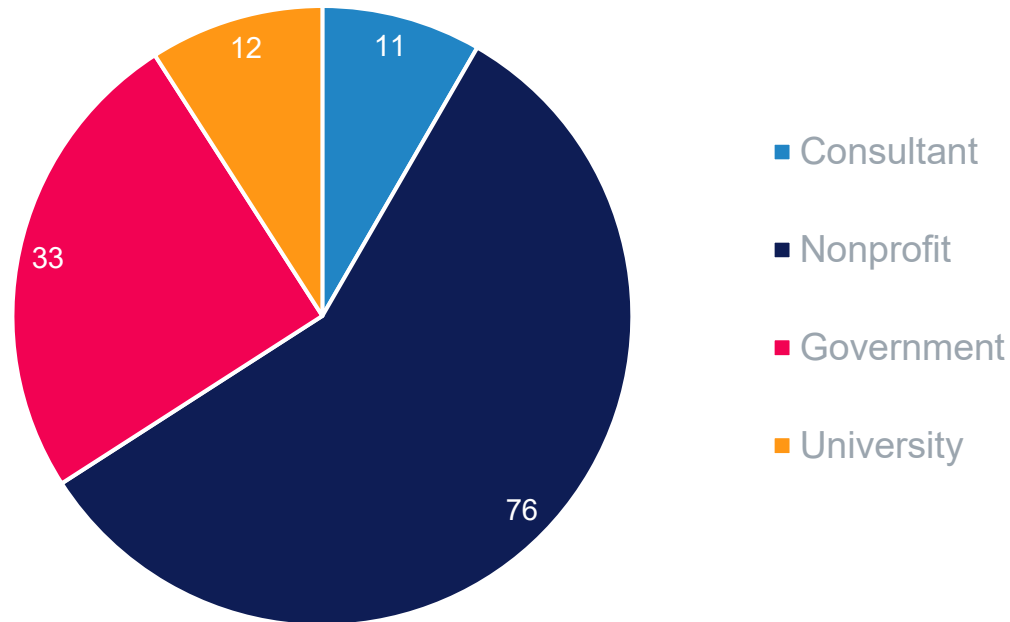


AAN Membership



There are 133 members who come from 47 states and one Canadian province.

AAN Membership



AAN has representation from a variety of sectors, primarily nonprofit and government. Most members are active at the local and state levels.



Approach:

Build state and local policy capacity, leverage federal opportunities, create tools, share resources and science to deepen alcohol prevention knowledge and action.



Capacity Building

Our State Approach:

Building states' capacity in alcohol policy

- ▶ Peer-to-peer mentorship fostered through breakout groups, boot camps, and committee activities



Home delivery



Alcohol to-go



Expanded footprint



Taxes

Our State Approach:

Creating tools and resources



Written topic briefs

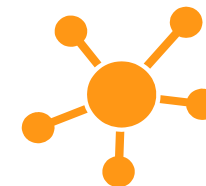
(e.g. home delivery and
alcohol to-go)



News release templates



Mini-Boot Camps



Resource hub – Trello and Google Drive



Tools

Sample of Alcohol Policy Boot Camps: Deepening Knowledge through Interactive Learning:



Three-tier system

(Presenter: Cassie Tourre, MPA)



Home delivery

(Presenter: Cassie Tourre, MPA)



Preemption

(Presenter: Elyse Grossman, JD, PhD)



Data Collection

(Presenter: Julia Dilley, PhD)



State Alcohol Regulatory Authority

(Presenter: Jake Holmes, MS, CPM)



Rulemaking

(Presenter: Sara Cooley Broschart, MPH)

State Profiles



North Carolina Alcohol Profile

Morbidity



After adjusting for age, North Carolina has the **13th** highest alcohol-associated cancer incidence rate in the country

Nearly **20%** of all admissions into a substance abuse treatment facility in 2018 involved alcohol



Mortality



27% of crash fatalities in 2019 were from alcohol-impaired driving crashes

From 2010-2019, **12%** of accidental drug overdose deaths involved alcohol



In 2022, North Carolina can expect **13.5 deaths per day** from alcohol-associated cancers

Cost



According to the most recent data, the total cost of excessive drinking in North Carolina is **\$7.34 billion**

The total cost of excessive drinking in North Carolina is **\$2.11** per drink



Alcohol Policy Landscape

The **Alcohol Policy Scale (APS)** assessed 29 state-level policies from 1999-2018 and assigned all 50 states plus the District of Columbia a score out of 100. A score close to 100 reflects a strong alcohol policy environment.



Overall score of **47** out of 100

Relative to other states, a state rank of 1 demonstrates the strongest alcohol policy environment, while a rank of 51 demonstrates the weakest policy environment.



Ranked **13th** out of 51

ALCOHOL, TOBACCO, AND OTHER DRUG (ATOD) SECTION



AMERICAN PUBLIC HEALTH ASSOCIATION
For science. For action. For health.



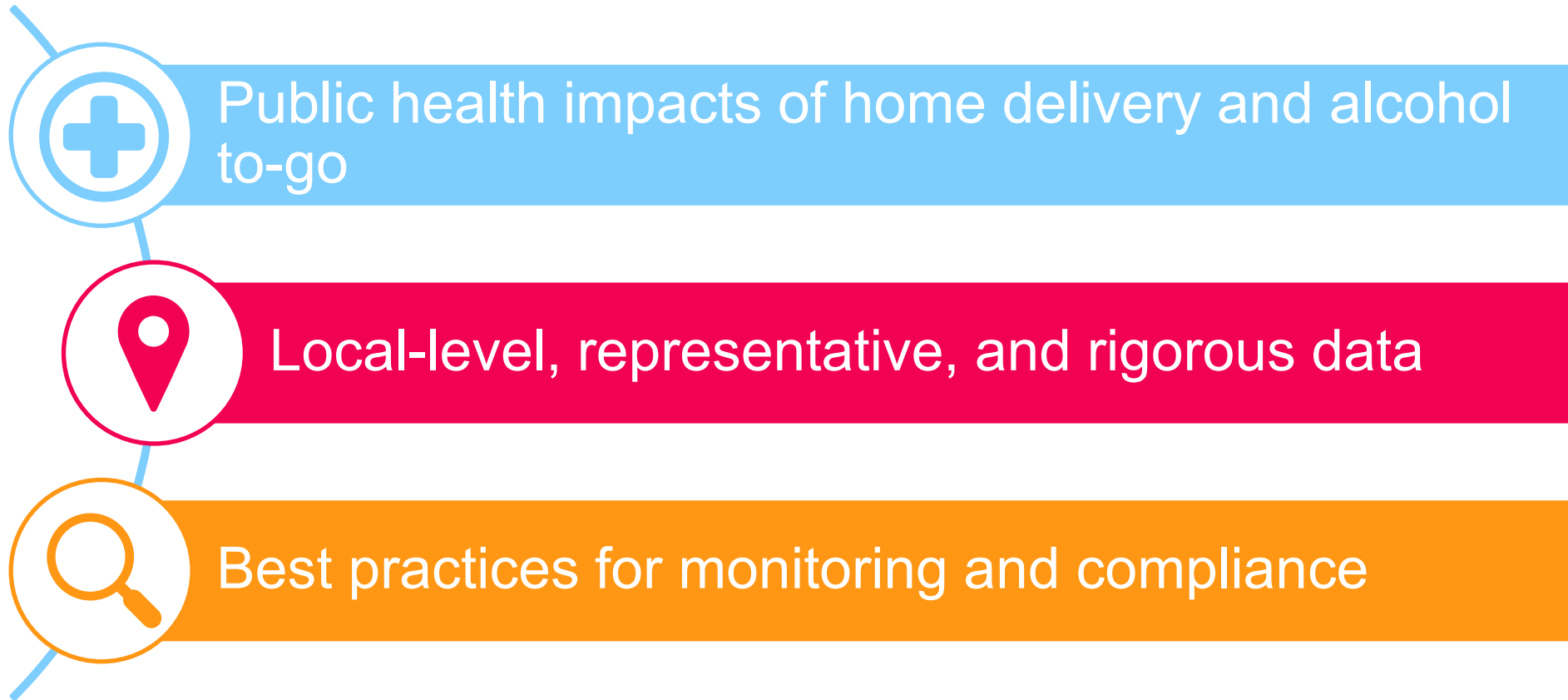
Full release (March 17th)



Research

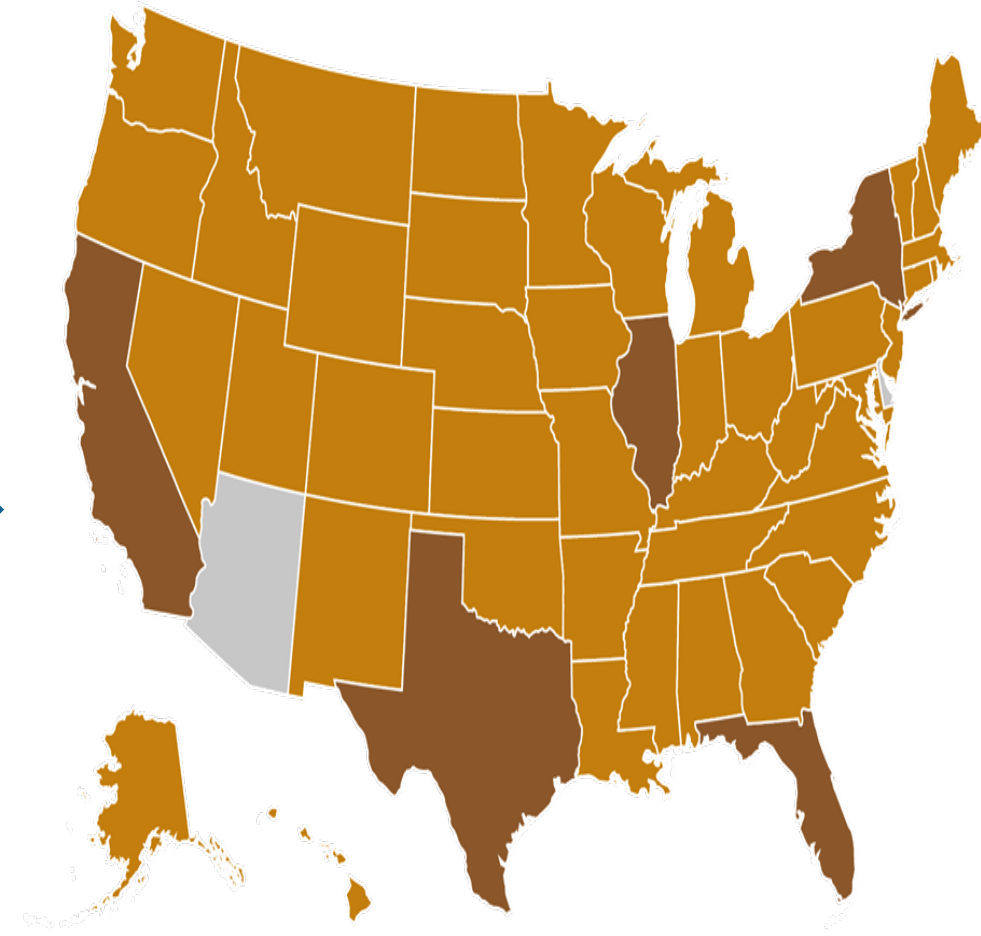
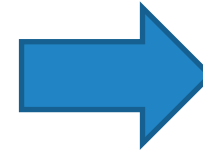


What are the research gaps?



National Capacity Assessment

- ▷ States' Capacity to Support Alcohol Prevention Policies during the COVID-19 Pandemic
 - 53 Interviews; 48 states
 - May report release
- ▷ Observation Tool (Dr. Julia Dilley)



Missing states: AZ, DE
Darker shaded states had > 1 interviewee



Action

Our Federal Approach:

Leveraging federal opportunities (APHA/AAN) with strong collaborators

Petitioned Alcohol and Tobacco, Tax and Trade Bureau for alcohol-cancer warning label
(partnered with CFA, CSPI Alcohol Justice, among others)

Opposed the Craft Beverage Modernization Act (partnered with USAPA and Alcohol Justice)

Defeated USPS Shipping Equity Act amendment
(partnered with USAPA, CADCA and Alcohol Justice)

Provided oral comment on 2020-2025 Dietary Guidelines

Submitted comment on the WHO's SAFER initiative (assisted USAPA)

Sober Truth on Preventing Underage Drinking (STOP) Act Reauthorization



Sampling of AAN member accomplishments:

Successes, great and small



Member Accomplishments

Alaska

- [Tiffany Hall \(Recover Alaska\) received the national Andy Hyman Award for Advocacy.](#)

California

- Youth submitted a resolution to SF City Council (passed in Nov 2020) acknowledging the challenges with preemptive law and alcohol regulation. (Discovering the Realities of Our Community, Bay Area Community Resources)
- Alcohol Justice co-led Youth for Justice Summer Academy, held COVID-19 Alcohol Deregulation press briefing, and co-led 2020 CAPA Summit.
- Alcohol Justice issued calls to action to Attorney General Xavier Becerra to investigate AB InBev takeover and CA government to demand harm reduction.
- Alcohol Justice launched licensee complaint form.

Georgia

- Michael Mumper (Georgia Alcohol Policy Alliance) provided testimony on alcohol to-go legislation.
- Created Georgia Alcohol Policy Alliance (GAPA) and increased awareness of its role as alcohol policy watchdog in GA.
- GAPA tracked pandemic-era bills, attended USAPA training, is conducting preemption analysis, and has plans to develop legislative priorities and “defense plan” going into 2022 legislative session.



Member Accomplishments

Hawaii

- [HI Alcohol Policy Alliance offered testimony in support of bill to lower BAC limit.](#)

Maryland

- LTE: [Alcohol industry serves up political clout even during a pandemic](#) (MD PHA)
- LTE: [Use alcohol tax to correct health care disparities](#) (MD PHA)
- LTE: [Raising Maryland alcohol tax crucial to better health](#) (MD PHA)
- Policy success: Cocktails to-go and home delivery legislation passed with a sunset of 2 years and a clause requiring a report on the public health impact.
- Policy success: Defeated bill that would have led to a massive expansion of alcohol sales in grocery and chain stores across MD.

Nebraska

- Op-ed: [Local view: To-go cocktails must go](#) (Project Extra Mile)
- [Project Extra Mile featured on Nebraska Public Radio regarding rolling back pandemic-era deregulation.](#)
- Worked with coalition members across the state to get four LTEs published in major media markets as bills were being considered. (Project Extra Mile)
- Worked with local and state law enforcement to conduct MLDA compliance checks and drafted COVID-related changes to guidelines governing compliance checks. (Project Extra Mile)
- Policy success: Require businesses to indicate they intend to continue cocktails to-go, which will allow for targeted enforcement in the future.



Member Accomplishments

New Hampshire

- [Conducted critical enforcement efforts regarding youth access to alcohol.](#)
- [Kate Frey discussed alcohol consumption during COVID-19 and its related harms on NH Public Radio.](#)

Oregon

- News: [Oregon bill proposes increase in alcohol taxes to fund behavioral health, substance use programs](#)
- Op-ed: [Low alcohol taxes uphold systemic racism](#) (Oregon Recovers)
- [AAN members testified in support of floor pricing](#)
- Bills in Ways and Means Committee: HB 3377 (creates legislative task force to develop proposal that reduces underage and binge drinking and funds state's plan to address addiction crisis through taxes); HB 3111 (creates network of recovery community centers)

Texas

- Op-ed: [Holt: To-go alcohol will create challenges for Texas youth](#) (TXSDY)

Washington

- Policy success: HB 1062 allowing any beer/wine off-sale licensee to sell spirits was defeated.
- Multiple agencies collaborated to advocate for this policy success. Actions included drafting fact sheet on consequences of expanded outlet density shared with legislators and mobilizing prevention field to provide testimony.

Interested? Contact:

www.alcoholactionnetwork.com

Email: leadership@apha-atod.org

(subject AAN)

Monitoring Out-of- store Alcohol Purchases

Julia Dilley, PhD MES
Epidemiologist – Multnomah County
Health Dept & Oregon Health Authority
Public Health Division, AAN volunteer



Photo: mixed drinks in unsealed cups placed next to driver during a "drinks to-go" observation. Okanogan County, WA. July 2021.

Background: Need for information

- During the pandemic many states relaxed alcohol policies
- Regulatory agencies did not always have opportunity to prepare for monitoring outside of brick-and-mortar stores
- Some states are contemplating making changes permanent
- **Information is needed to inform policymaking, and to advocate for resources and/or authority for monitoring and enforcement**

A toolkit to meet the need

Alcohol Action Network (AAN) developed an online toolkit to support monitoring out-of-store alcohol transactions

Each participating jurisdiction receives:

- Planning form and collaboration agreement

- Unique web link to share with volunteers doing observations

- Report of findings

AAN will report on combined data (for jurisdictions that agree to share)

Observation Tool Methods

- Types of transactions to observe
 - **Home delivery**
 - **Curbside pickup**
 - **Drinks-to-Go**
- Adult (21+) volunteers record information about a purchase that they planned or that would be “normal” for them
- Some sites are providing small incentives or covering the cost of purchases; others are doing without any funding
- **Observations are not intended for enforcement action**

Online Tool Questions

The observation form is easily completed on a smartphone

- **Basic information** about an alcohol purchase: type of purchase, where and when, alcohol licensee, if 3rd party delivery used
- **What was purchased:** order content and cost, type of alcohol, type of packaging
- **How ID was checked:** the observer's age group is reported – no other personal information about the observer is included in the data
- **Photos:** receipts, packages, information that tells the story of the purchase

Pilot test results

May – July 2021, conducted in 1 Western US State

June 2021. Thurston County, WA.

Comment from observer, age 40+: *Last weekend the groceries -- including an obvious 6-pack of beer -- were left on our doorstep with no contact. We heard the doorbell ring, but when we got there the truck was pulling away. In fairness, this was during a significant heat wave in our area, so I am sure the driver was only trying to get back to their cool truck, and our home is not visible to any other homes so that it's unlikely someone would have seen the beer, but that is definitely not a good practice.*



Coding main outcomes of transactions

- **Out of compliance/of significant concern**: transaction violated laws, rules, or did not meet current guidelines or anticipated requirements from policies in development
 - Reason-specific codes
 - **Delivery of alcohol to a minor**
 - **Delivered alcohol to inappropriate place** (passenger area of vehicle, no contact delivery to home)
 - **Packaging out of compliance**
- **Risk for non-compliance of ID/age check**: ID was not formally checked when alcohol was given to a person ages 21-29
- **No evidence of concerns**

Results

■ Out of compliance/significant concern ■ Risk for non-compliant ID check ■ No concerns



Number of observations

About half of the 13 observations were out of compliance or at risk

What we learned

These observations showed **a majority of transactions that were not fully compliant with laws or guidelines/anticipated rules**

Young adult ID checking may be of specific concern

- In the 3 observations done by young adults ages 21-29, none of them had IDs checked (2 were curbside pickup, 1 drinks-to-go)

Stronger guidance may be needed around “drinks-to-go”

- None of the 3 observations were in compliance with packaging guidelines
- Improper placement of drinks-to-go in vehicles may also be a concern

Accessing and using this tool

AAN is sharing this tool with interested states and jurisdictions, and offering technical assistance (TA)

- Check website (in dev't):
www.alcoholactionnetwork.com
- Contact AAN: leadership@apha-atod.org

Thank you!

Julia Dilley

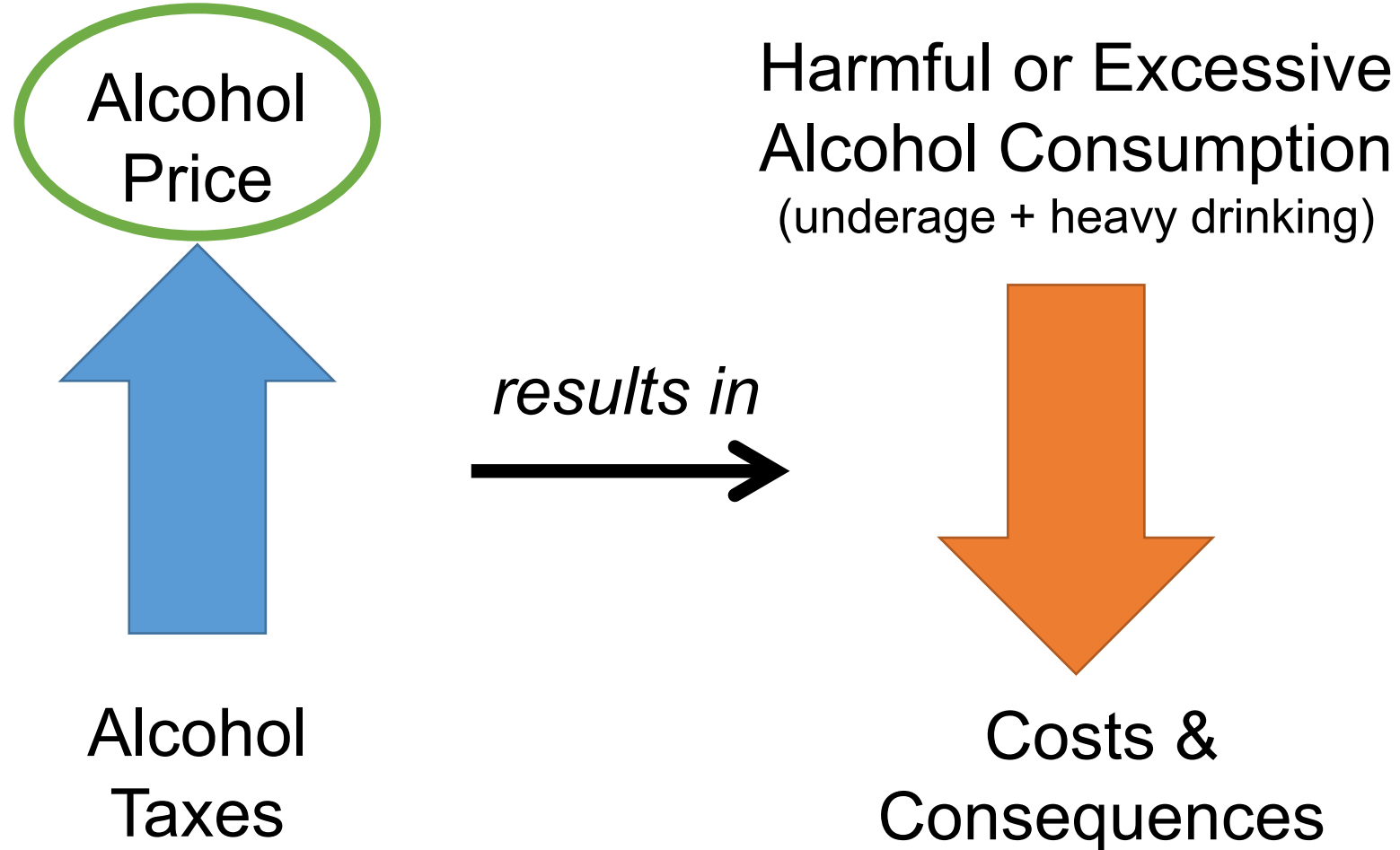
julia.dilley@multco.us

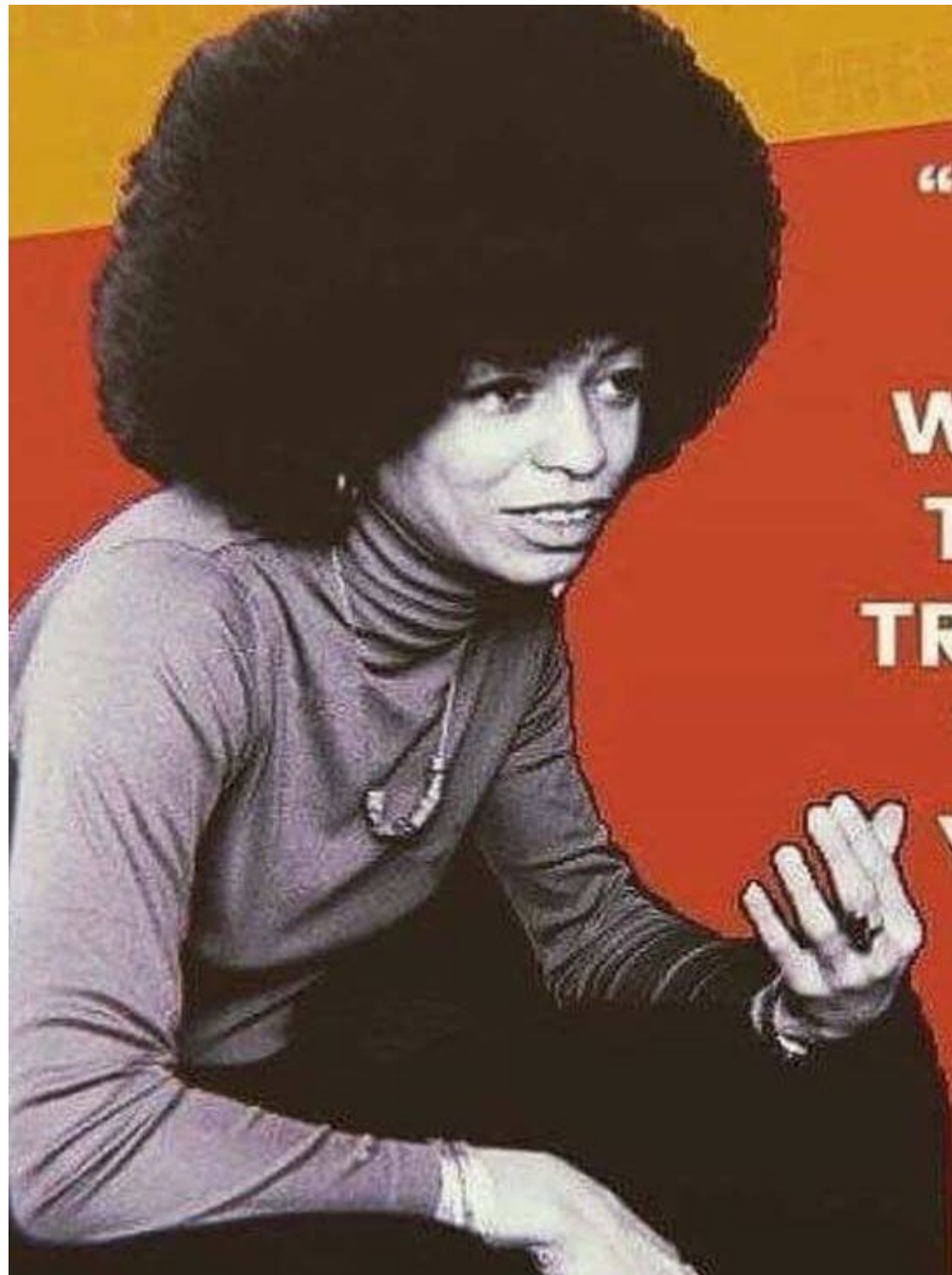


RECOVER
ALASKA

Tiffany Hall, Executive Director

Why a tax? Because taxes work!





**“YOU HAVE TO
ACT AS IF IT
WERE POSSIBLE
TO RADICALLY
TRANSFORM THE
WORLD. AND
YOU HAVE TO
DO IT ALL
THE TIME.”**

ANGELA DAVIS

Polling + smart legislation for the win

Three revenue dedications

1. Public Safety
2. Prevention of Child Abuse, Sexual Assault, and Domestic Violence
3. Treatment and Prevention of Mental Health & Substance Misuse and Homelessness Services

Built-in Accountability

- Cannot be changed without a vote of the public
- Annual mandatory reporting
- Cannot supplement current funding
- Public process determines utilization



Focusing on...

Dismantling systemic racism

Healthy babies, kids, and families

Healthy relationships

Affordable housing

Education and career prep

Good jobs

Behavioral health issues

Thriving neighborhoods



will help us address...

Poverty

Partner and family violence

Homelessness

Unemployment

Mental health crises

Substance misuse

Perceptions of safety



and will meaningfully reduce the issues voters prioritized in the ballot measure

Frequent involvement with police, corrections

Domestic violence, sexual assault

Child maltreatment

Unsheltered homelessness

Deaths of despair



RECOVER

ALASKA

Tiffany Hall, Executive Director

thall@recoveralaska.org



Engaging Key Decision Makers to Reduce Alcohol-Related Harms



www.oregonrecovers.org

Mike Marshall, Executive Director
mike@oregonrecovers.org or 503.828.7193

Who we are (partial list)



Oregon is an Alcohol Producing State

800 Wineries
1,144 Vineyards
73 Distributors
400 Breweries
50 Distilleries



Oregon is an Alcohol Producing State

800 Wineries
1,144 Vineyards
73 Distributors
400 Breweries
50 Distilleries



98% of Oregon Alcohol Industry is white owned and operated.

Lowest taxes in the country

Oregon's beer taxes haven't been adjusted since the Carter presidency, wine since the Reagan presidency...

**Less than
\$0.01/ beer**

**Less than
\$0.03/ wine**

**Sub \$7
spirit
products**

The Addiction Crisis

Untreated Addiction
Rate



Alcohol kills 6 Oregonians a day compared to 1-2 drug overdoses each day.

Oregon has the 5th highest rate of untreated alcohol addiction

Access to Addiction
Treatment



Pre-Covid: Alcohol is Killing Oregonians



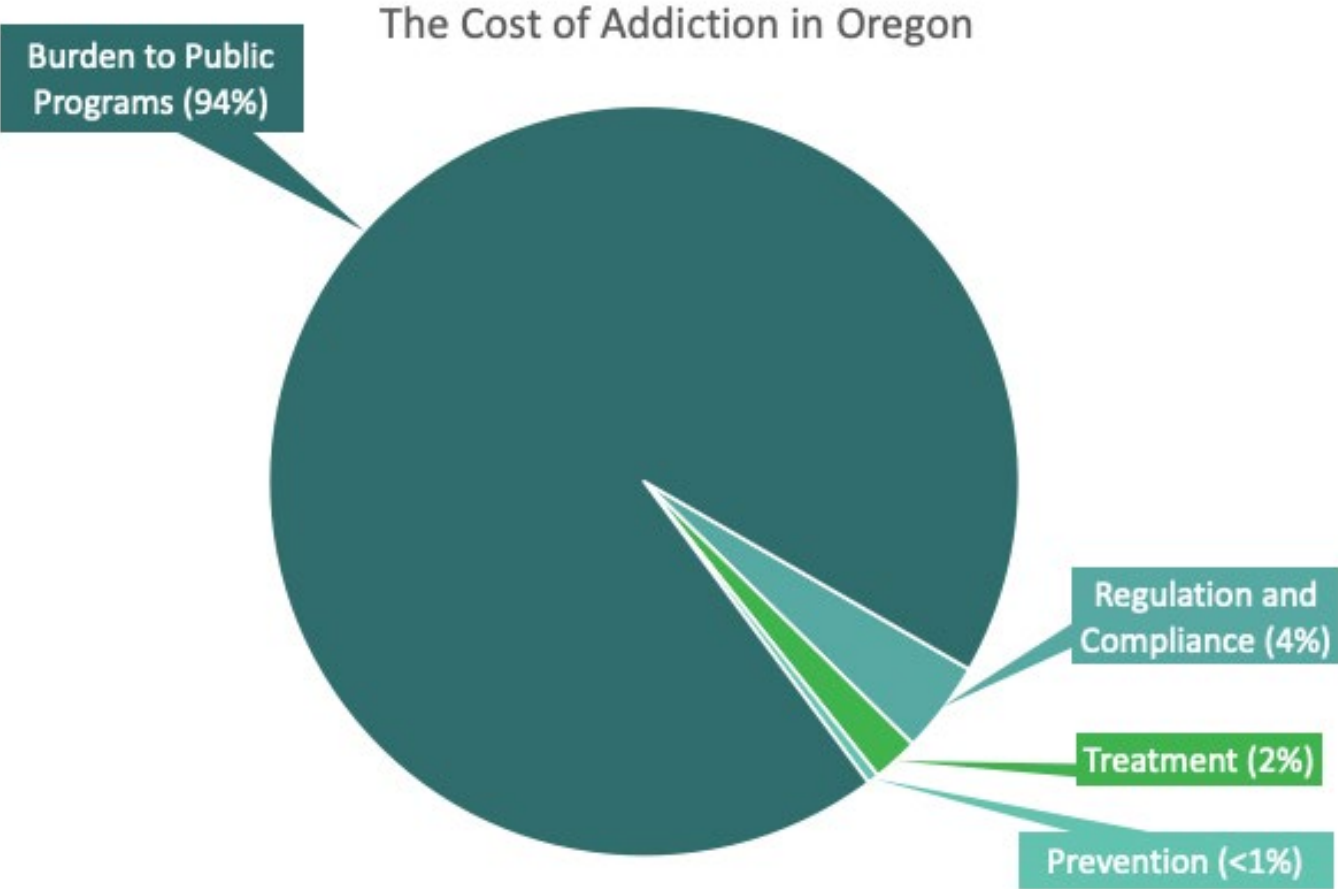
Alcohol kills 2,190 Oregonians a year, a **34% increase since 2001.**

COVID Impacts

According to the State Medical Examiner there was a **73% increase** in alcohol-related deaths in 2020.

Preliminary data for 2021 indicates it was equally high.

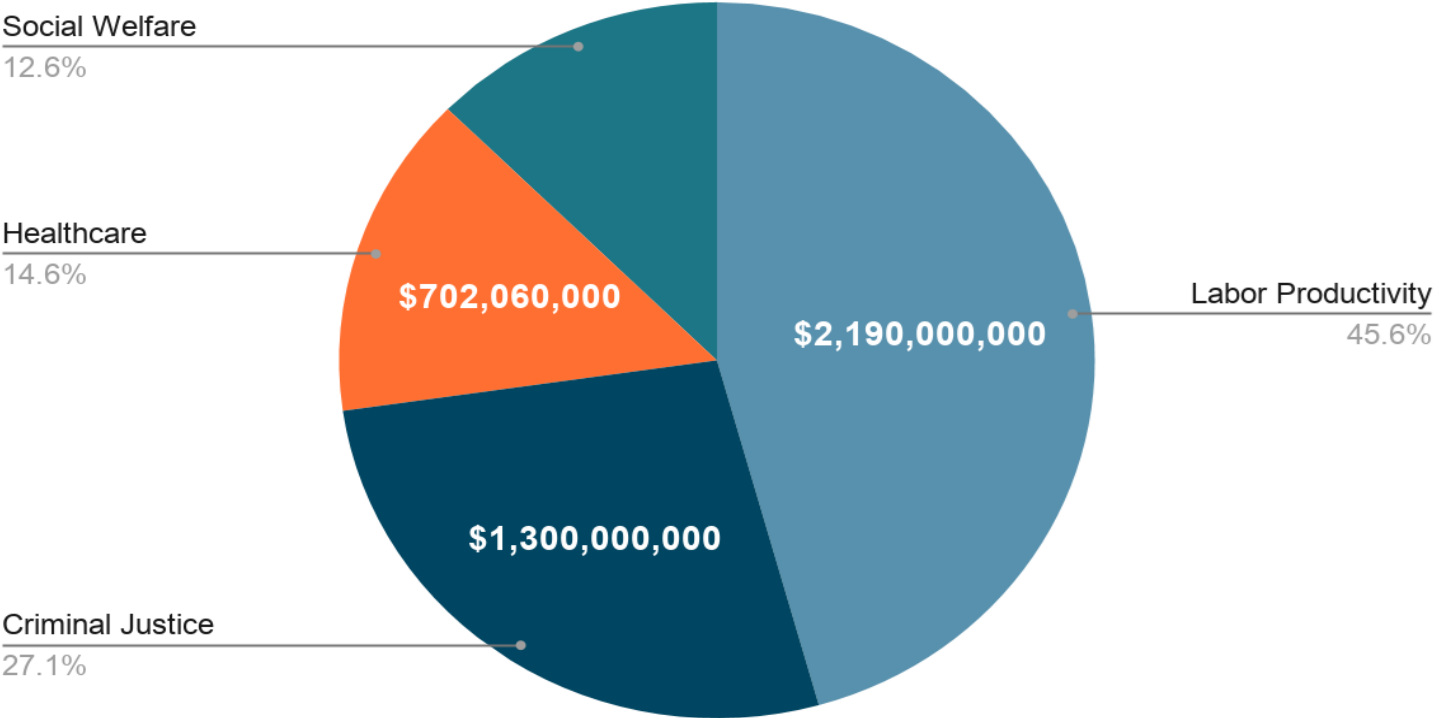
The Cost of Untreated Addiction: \$6.7 Billion annually



Less than 3% goes to treatment and prevention

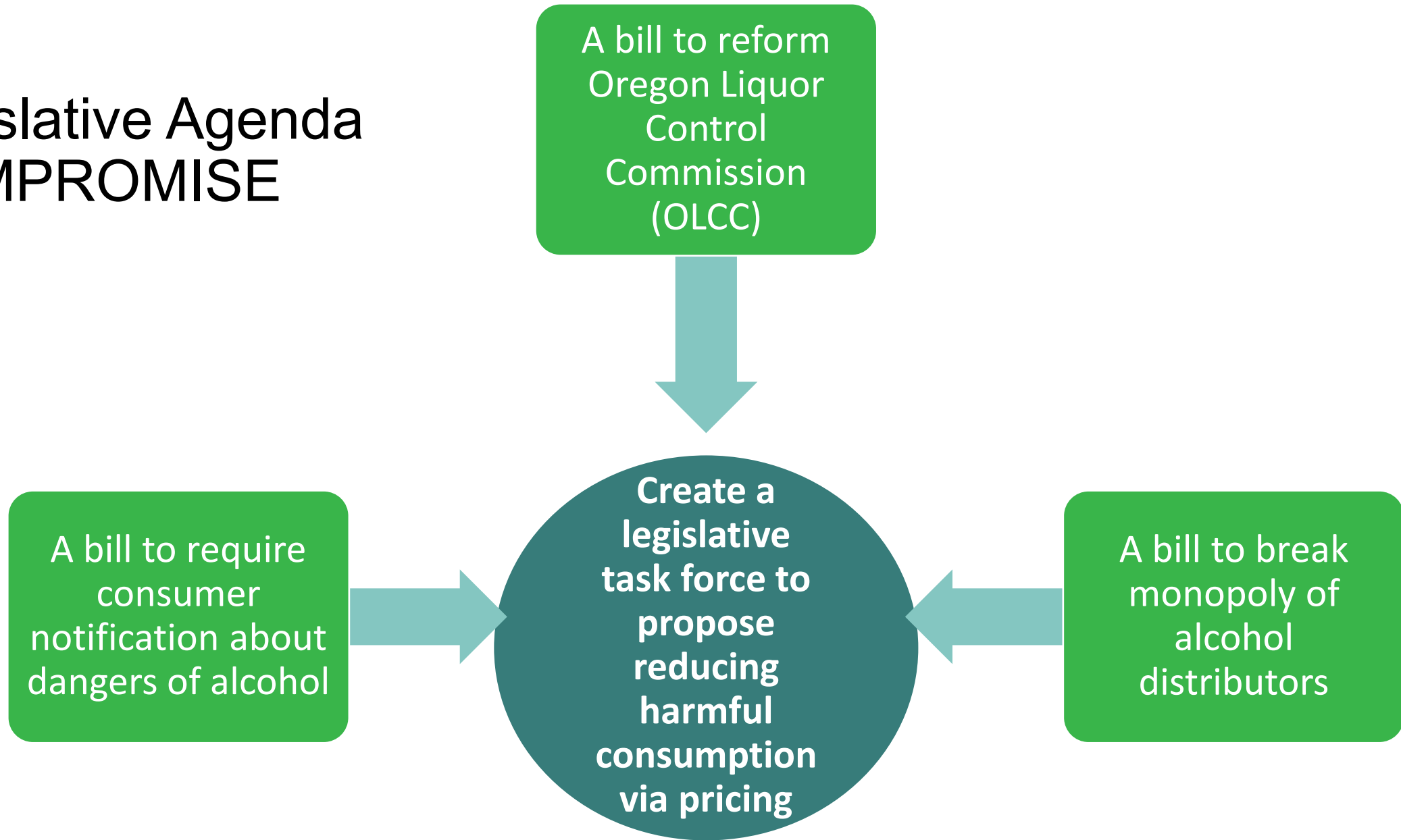
The Cost of Excessive Alcohol Use: \$4.8 BILLION

Cost of Excessive Alcohol Use

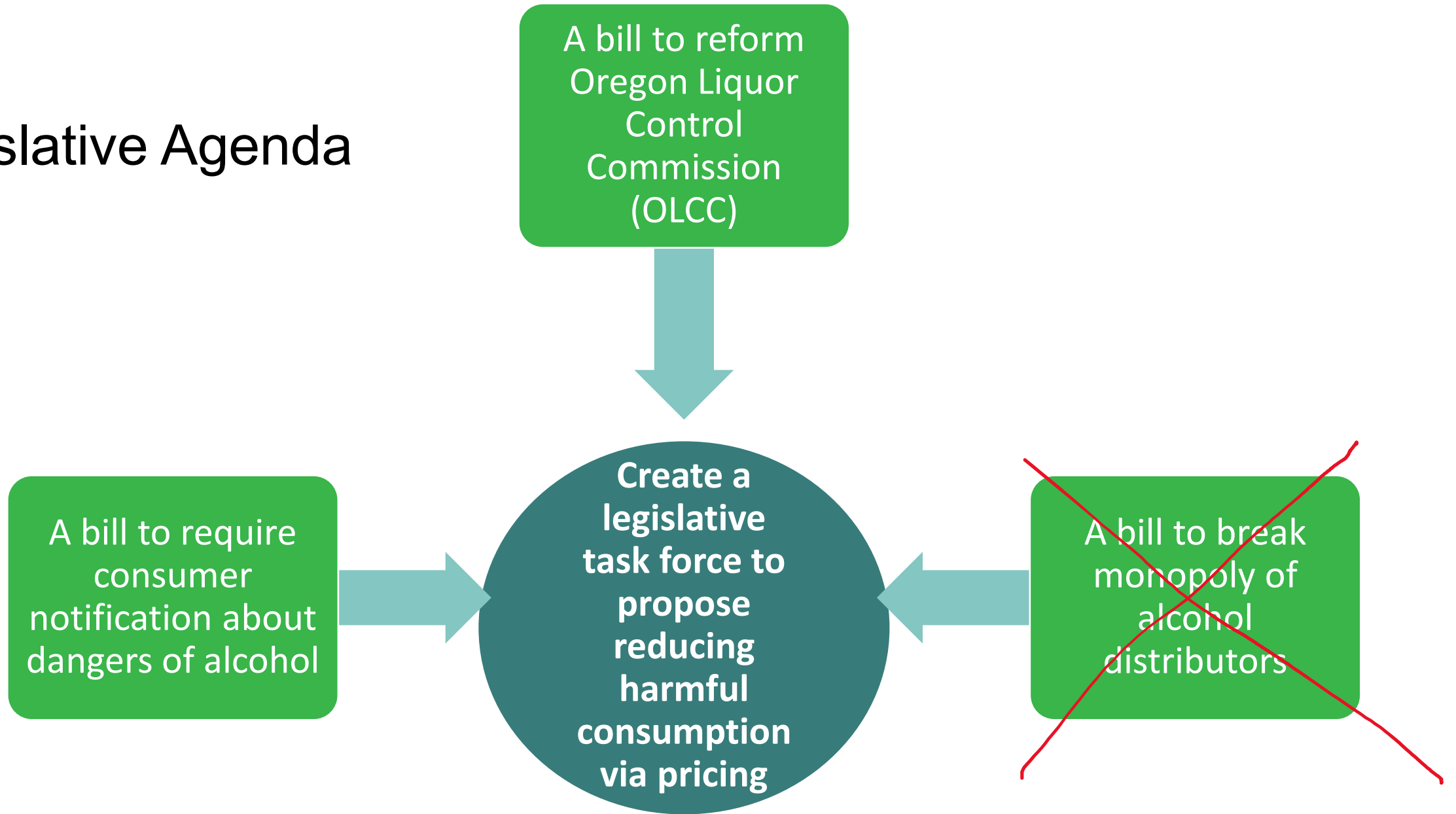


"The \$4.8 billion in economic losses stemming from excessive drinking represented roughly 2 percent of the 2019 gross state product. Averaged across the population, excessive alcohol use cost Oregon \$1,100 per person."

2021 Legislative Agenda COMPROMISE



2021 Legislative Agenda



2021 Legislative Agenda

A bill to reform
Oregon Liquor
Control
Commission
(OLCC)

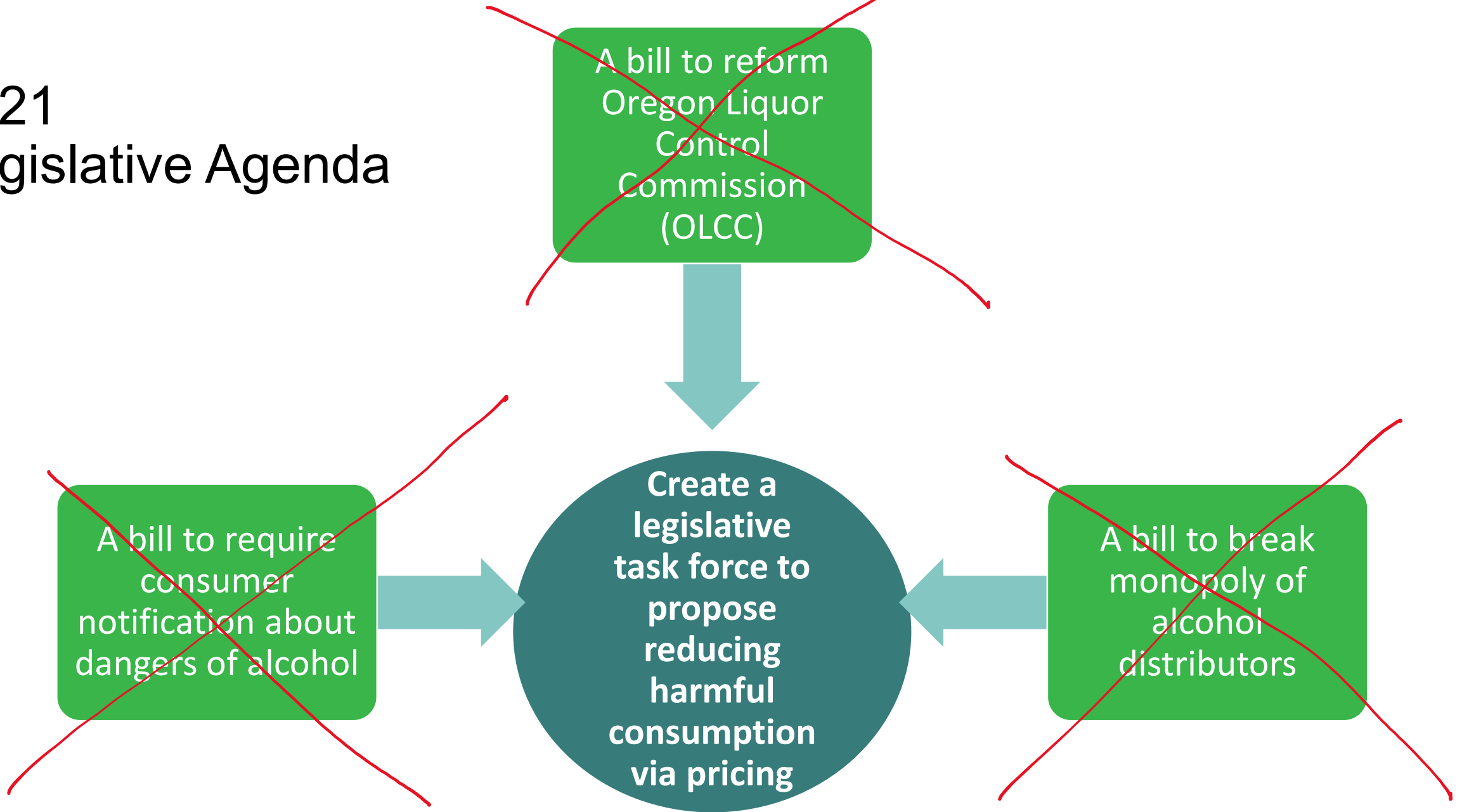


**Create a
legislative
task force to
propose
reducing
harmful
consumption
via pricing**

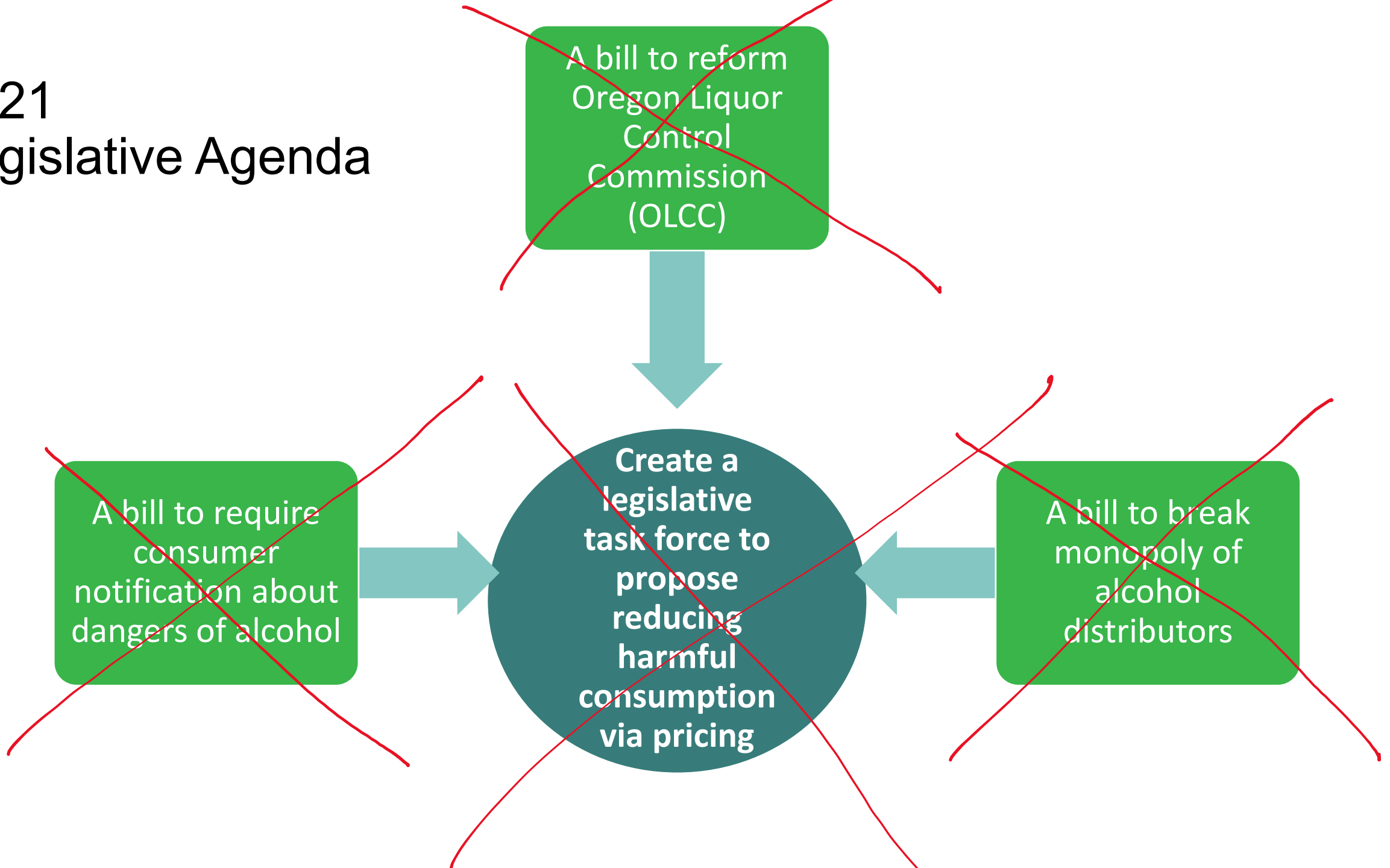
~~A bill to require
consumer
notification about
dangers of alcohol~~

~~A bill to break
monopoly of
alcohol
distributors~~

2021 Legislative Agenda



2021 Legislative Agenda



Dramatic expansion of access to alcohol:

- Permanent allowance for cocktails to go
- Tax break for local distilleries
- Increased size of personal wine shipments
- Allow beer kegs to be sold at all convenience stores

ALSO:

Dropped “control” from the name of the Oregon Liquor Control Commission.

WHAT WE LEARNED

- COVID diminished our power
- We need more voices on alcohol
- We need to secure support of stakeholders with most to gain (healthcare, CCO's, insurance)
- We need campaign finance reform
- **We need to re-educate, not just educate**

WHAT WE GAINED

- We know their best arguments
- Identified allies & opponents in legislature
- Built a stronger statewide and national coalition
- Better educated reporters



www.oregonrecovers.org

Mike Marshall

Executive Director

p: 503.828.7193

mike@oregonrecovers.org



2022 Alcohol Awareness Toolkit

#ProofsInTheNumbers,

Mary Segawa, MS

Public Health Education Liaison at the Washington State
Liquor and Cannabis Board





ALCOHOL AWARENESS *Toolkit:*
#ProofIsInTheNumbers

APRIL IS NATIONAL ALCOHOL AWARENESS MONTH

Check out our Toolkit to help you get ready, get set, and go during National Alcohol Awareness Month and Beyond. . .

Join us as we:

- Raise awareness about alcohol-related harms and the importance of strong alcohol policies using social media memes based on data.
- Educate decision makers about effective alcohol policies by providing easy-to-personalize, template opinion editorials, letters to legislators, and proclamations.

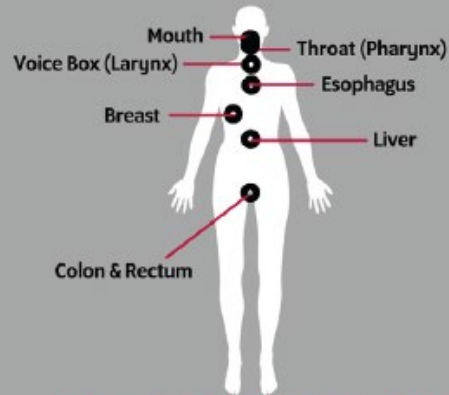
Taxpayers are Paying
BILLIONS



for Rising Alcohol-related ER Visits

The total cost of Alcohol-related ER visits has risen 272% (2006-2014).
Health experts recommend more alcohol policy safeguards to prevent dangerous drinking and its consequences.

#ProofIsInTheNumbers #AlcoholAwarenessMonth



**Alcohol is linked to
7 types of cancer**

Oncologists call for stronger alcohol policy safeguards to prevent risk

#ProofIsInTheNumbers #AlcoholAwarenessMonth

ALCOHOL AWARENESS *Toolkit:* *#ProofIsInTheNumbers*

Brought to you by the Northwest PTTC, we encourage you to use the materials to raise awareness around these themes during April, National Alcohol Awareness Month.

2022 WEEKLY THEMES

WEEK 1 (April 1-9):	Harms to Others/Impaired Driving/Violence
WEEK 2 (April 10-16):	Increases in Alcohol-Related Emergency Room Visits
WEEK 3 (April 17-23):	Alcohol's Role in The Opioid Epidemic
WEEK 4 (April 24-30):	Alcohol and Cancer

Find the Toolkit at:

<https://pttcnetwork.org/centers/northwest-pttc/alcohol-awareness-toolkit>



What do we want to accomplish?

1. Raise awareness about alcohol harms and the importance of strong alcohol policies.
2. Encourage engagement from prevention and public health stakeholders to strategically educate and inform policy makers about effective alcohol policies.

1

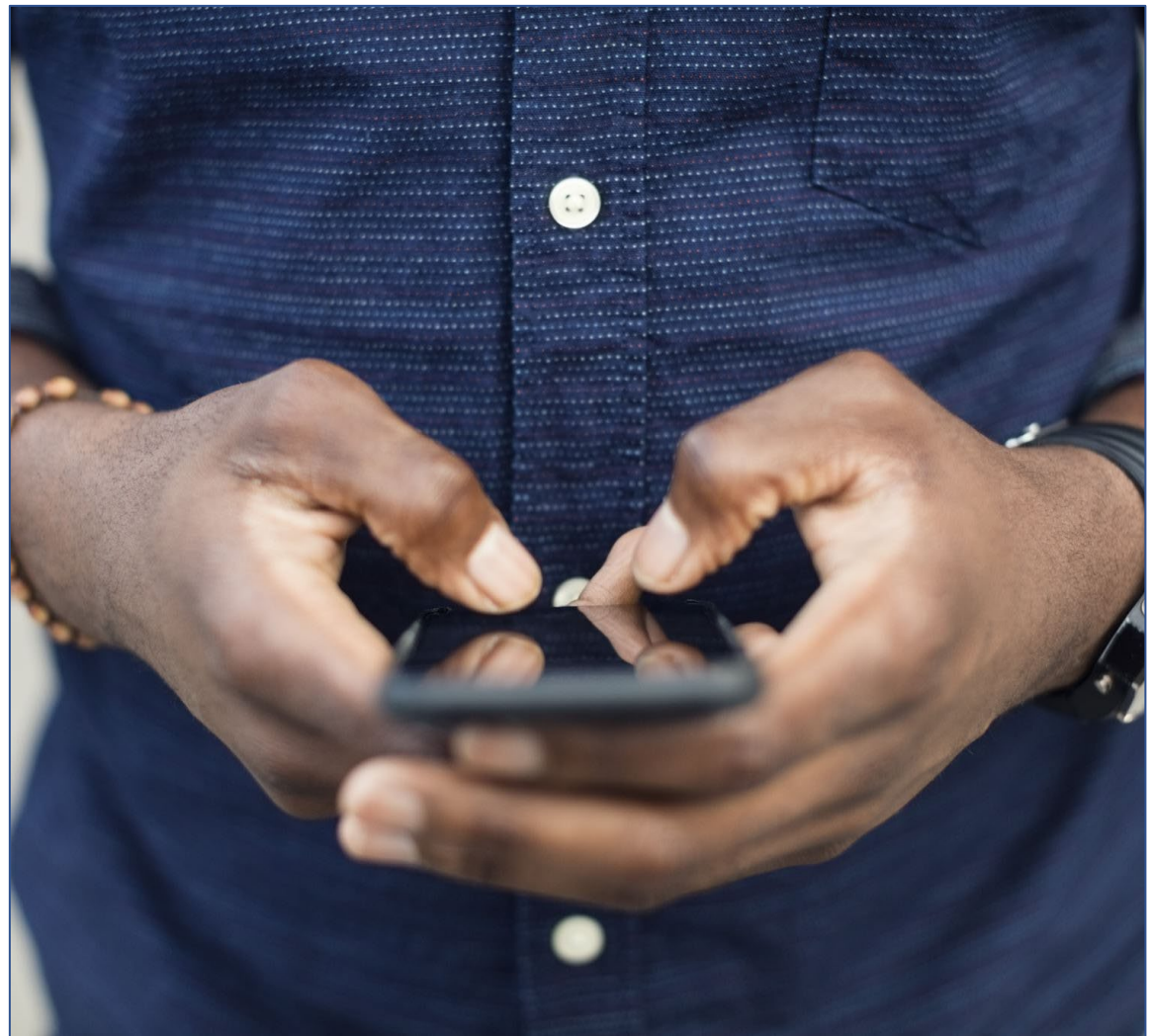
Awareness

2

Engagement

Social media tools

Mememes for each week's theme



Awareness and Advocacy Tools to Focus Your Message

Engagement tool templates

- Opinion editorials
- Letters to policy makers
- Proclamations
- Resolutions of support

Easily adaptable!



Let's take a look together

<https://pttcnetwork.org/centers/northwest-pttc/alcohol-awareness-toolkit>



A grid of 12 social media-style posters from the alcohol awareness toolkit. Each poster features a 'TEMPLATE' label in the top left corner and a hashtag or title at the bottom. The posters include: 1. 'STATE STORE' (orange background) with a store icon and text: 'People who Live in Communities with Government Oversight of Alcohol Sales are 41% Less Likely to Experience Physical Harms from Other People's Drinking'. 2. 'COUNTY STORE' (orange background) with a store icon and text: 'People who Live in Communities with Government Oversight of Alcohol Sales are 41% Less Likely to Experience Physical Harms from Other People's Drinking'. 3. 'ABC STORE' (orange background) with a store icon and text: 'People who Live in Communities with Government Oversight of Alcohol Sales are 41% Less Likely to Experience Physical Harms from Other People's Drinking'. 4. 'Lethal Mix: Alcohol and Opioids' (blue background) with an illustration of a doctor and patient, text: 'Binge drinkers are 2x as likely to misuse prescription opioids'. 5. '7 Types Cancer' (grey background) with a human silhouette and labels for Mouth, Throat (Pharynx), Voice Box (Larynx), Esophagus, Breast, Liver, and Colon & Rectum, text: 'Alcohol is linked to 7 types of cancer'. 6. 'Calling All Women' (purple background) with a wine glass icon, text: 'Alcohol linked death rates for women are up 85% in the last decade'. 7. 'Adult Women & Middle-aged Drinkers' (red background) with an ambulance icon, text: 'are driving large increase in Alcohol-related ER visits'. 8. 'Nearly 15% of Breast Cancer Deaths among women in the U.S. were linked to Alcohol Consumption' (pink background) with a pink ribbon icon. 9. 'Policy Safeguards Checkmark' (white background) with a checkmark icon, text: 'Decreased Risk of Experiencing Second-hand Harms from Other's Drinking'. 10. 'States with More Policy Safeguards' (green background) with a map icon, text: 'Less Violent Deaths'.

Goal 1

Defining and
achieving
our
objectives!

Possible Tactics

Tactic 1: *Do 4 Facebook posts each week in April based on weekly themes.*

Tactic 2: *Work with one partner organization that aligns with weekly theme to share Facebook post with its constituents to expand reach.*

Tactic 3: *Promote Facebook posts on at least one other medium (e.g., newspaper, radio, Twitter, Instagram, Youtube) each themed week.*

Goal 2

Defining and
achieving
our
objectives!

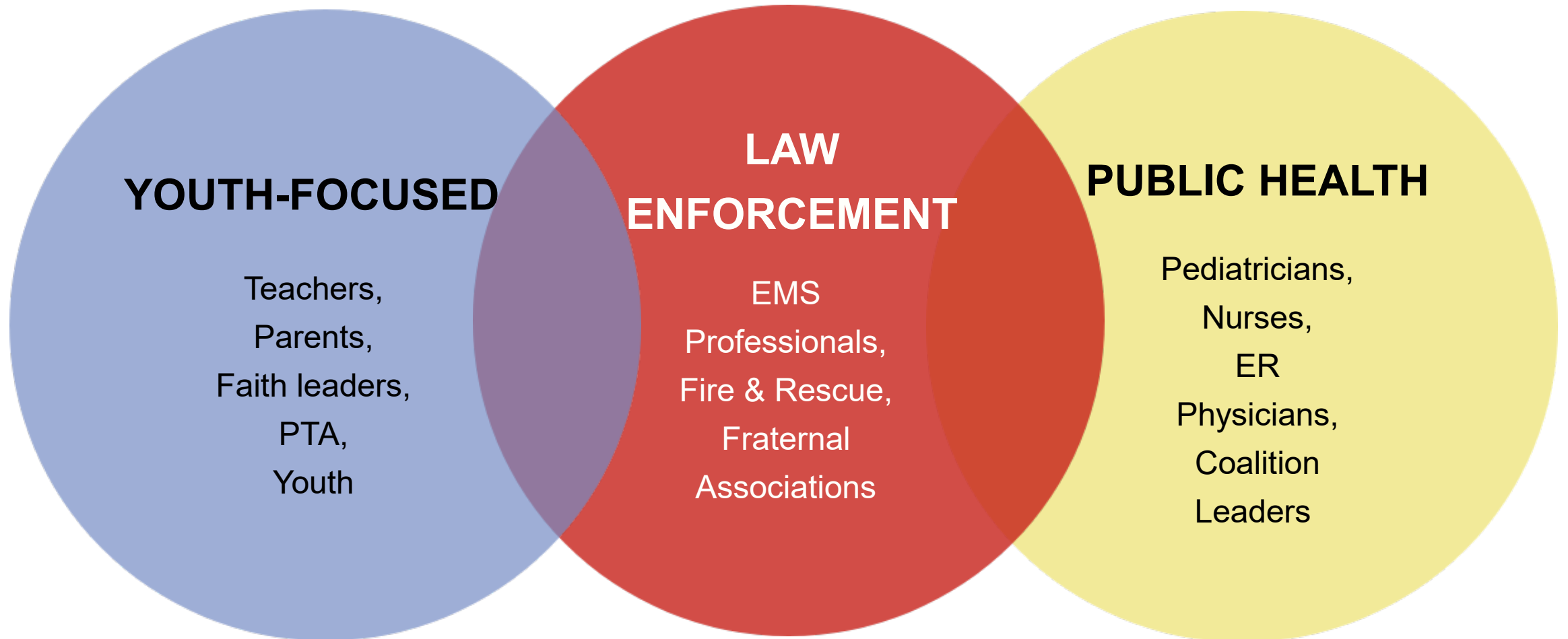
Possible Tactics

Tactic 1: *Secure 15 community partners to share the Alcohol Awareness Month proclamation. (*Bonus: Host a news conference, with partners, to announce the Proclamation.)*

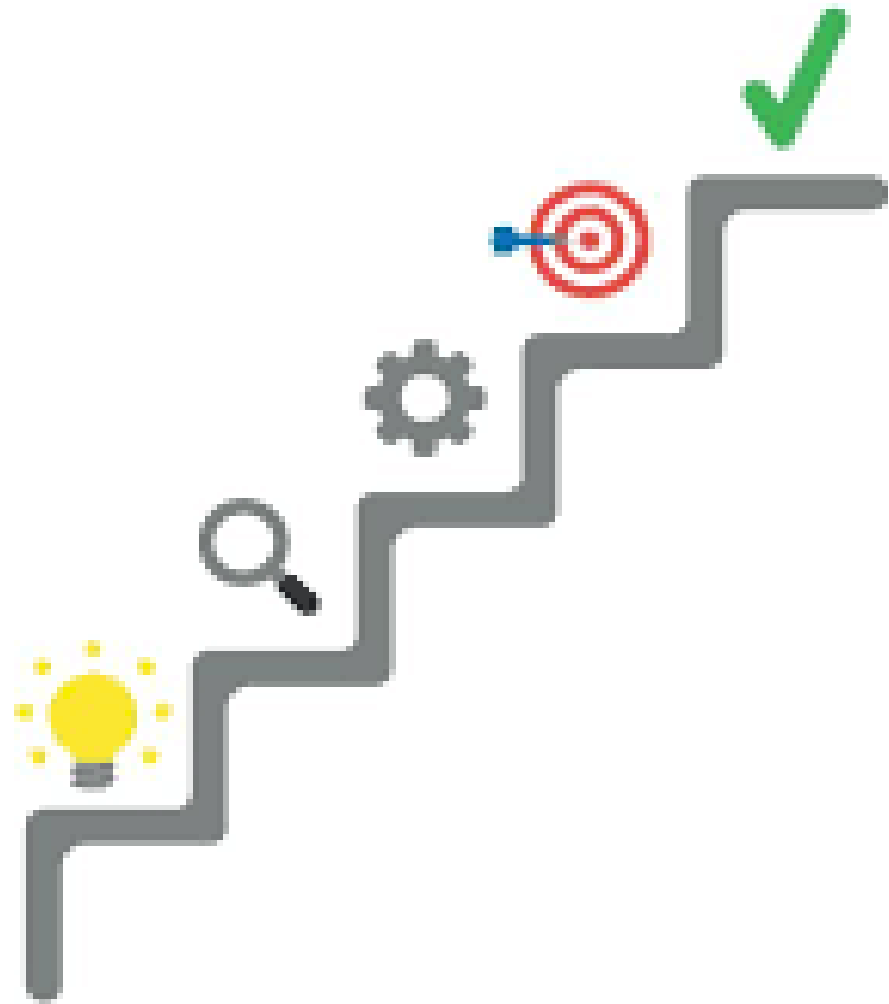
Tactic 2: *Present to a community partner that aligns with the weekly theme, sharing the toolkit to raise awareness about alcohol-related harms and the important role alcohol policy safeguards play in protecting the public.*

Tactic 3: *Encourage one community partner that aligns with one or more of the weekly themes to submit an opinion editorial to a local newspaper. (*Bonus: Post the opinion editorial on FB once it runs.)*

FINDING AUTHENTIC MESSENGERS



Next steps



Discussion Thoughts / Questions



Post-Discussion Panel Feedback

Please click on the link in the chat to complete a very brief online feedback form!

Thank you!



Connect with us!

Find us on the web: www.nwpttc.org

Join our mailing list: <http://eepurl.com/glsDEn>

Email with general questions: nwpttc-info@casat.org

Like us on Facebook: <https://tinyurl.com/NWPTTC/>

Follow us on Twitter: https://twitter.com/NW_PTTC

Additional Resources

- Alliance for Justice's Bolder Advocacy
 - <https://bolderadvocacy.org>
- National Council of Nonprofits
 - <https://www.councilofnonprofits.org/everyday-advocacy>
- Midwest Academy Strategy Chart
 - http://www.tcsg.org/sfelp/toolkit/MidwestAcademy_01.pdf
- The Aspen Institute Planning Guide
 - <https://www.aspeninstitute.org/programs/aspen-planning-and-evaluation-program/tools/>
- Resources for Writing Briefs, Centers for Disease Control
 - <https://www.cdc.gov/policy/polaris/training/policy-resources-writing-briefs.html>.