



Sustainability Planning in Prevention

Tool 1: Process Review Worksheet

Use this chart to summarize your review of strategic planning processes. Key findings from this review, and from your review of prevention interventions (see *Tool 2*), will help you set sound sustainability goals for your community (see *Tool 3*).

Process Guidelines

SPF Steps	What Worked*	What Did <i>Not</i> Work*	New Processes Needed*	Task Force Role*
Assessment				
Capacity				
Planning				
Implementation				
Evaluation				

* **What Worked:** Identify past processes that helped your community complete key SPF tasks; these processes should be continued.

* **What Did *Not* Work:** Identify past processes that did *not* help your community complete key SPF tasks; 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.

* **Task Force Role:** Describe your prevention task force's level of responsibility for sustaining successful processes over time.

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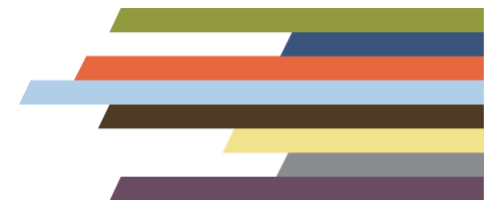
Tool 2: Intervention Review Worksheet

Use this chart to summarize findings from your review of prevention interventions. Key findings from this review, and from your review of strategic planning processes (see Tool 1), will help you set sound sustainability goals for your community (see Tool 3).

Intervention Guidelines

Prevention Interventions	Evidence of Effectiveness ¹	Evidence of Internal Capacity ²	Evidence of Community Support ³	Task Force Role ⁴
Intervention 1:				
Intervention 2:				
Intervention 3:				
Intervention 4:				
Intervention 5:				

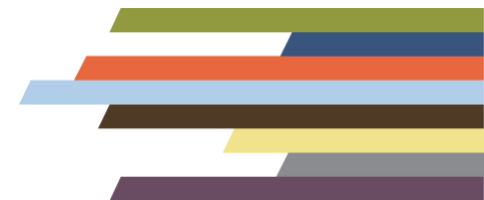
1. **Evidence of Effectiveness:** Is the intervention achieving positive prevention outcomes?
2. **Evidence of Internal Capacity:** Determine if the intervention is well equipped with staff, supplies, and space
3. **Evidence of Community Support:** Is the intervention valued by community?
4. **Task Force Role:** Describe your prevention task force's level of responsibility for sustaining successful interventions.



Tool 3: Setting Goals Worksheet

Use findings from your process and intervention review charts (see *Tool 1* and *Tool 2*) to answer the questions below and set sustainability goals for your community.

Drafting Process Goals	Drafting Intervention Goals
<p>Consider the processes needed to support successful strategic planning. Are these processes firmly established in your community (i.e., a stable community partner is responsible for their continuation)?</p> <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>	<p>Consider the interventions that meet all of your criteria for success. Are these interventions firmly established in your community (i.e., a stable community partner is responsible for their continuation)?</p> <p>YES <input type="checkbox"/> NO <input type="checkbox"/></p>
<p>If you answered NO to the question above, draft one or more goals to help ensure the continuation of these <i>processes</i>.</p> <div data-bbox="205 1036 1045 1247" style="border: 1px solid black; height: 130px; width: 100%;"></div>	<p>If you answered NO to the question above, draft one or more goals to help ensure the continuation of these <i>interventions</i>.</p> <div data-bbox="1094 1036 1875 1247" style="border: 1px solid black; height: 130px; width: 100%;"></div>



Are your drafted goals:

- Based on objective data about what will benefit your community? YES NO
- Realistic for your community (typically two or three goals in total)? YES NO

Obtaining Partner Buy-In

If your drafted goals are both objective and realistic, you are ready to share these goals with your full prevention 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.

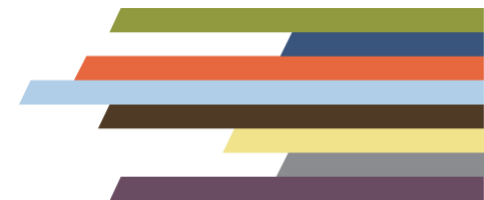
Finalizing Sustainability Goals

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

Goal 1:

Goal 2:

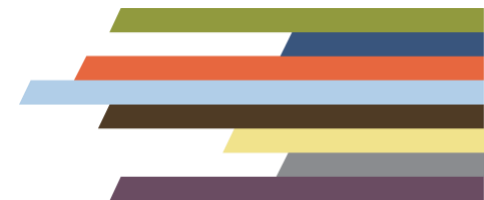
Goal 3:



Tool 4: Writing Objectives Worksheet

List your final sustainability goals (see *Tool 3*) in the chart below. Then, for each goal, write a set of objectives that are *essential* (address only activities that are fundamental to achieving the goal), *specific* (include clear language and concrete, measurable details such as numbers and time frames), and *realistic* (reasonable and achievable).

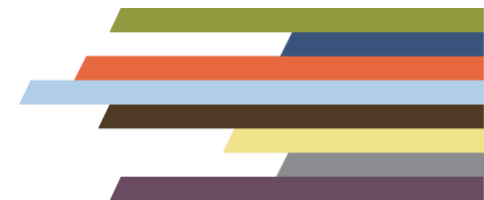
Sustainability Goals	Objectives (three for each goal)
Goal 1:	
Goal 2:	
Goal 3:	



Tool 5: Identifying Resources Worksheet

List your sustainability goals and objectives (see *Tool 4*) in the chart below. Then 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*.

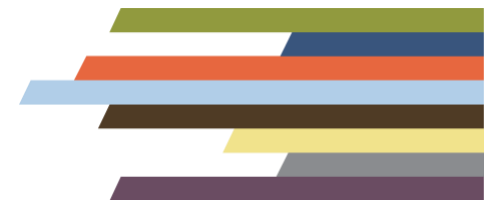
Sustainability Goals	Required Resources: Personnel ¹	Required Resources: Non- Personnel ¹
Goal 1:		
Goal 2:		



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Goal 3:		
All Goals <i>Consider overarching administrative, evaluation, and fundraising resources that will help support all goals.</i>		

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



Tool 6: Considering Existing and Potential Partnerships

It is critical that your sustainability plan includes a list of your partners. Who currently sits at your prevention table? What skills and expertise do they bring? How is the relationship working out? Partners can assist in forwarding your program's priorities, and have the capacity to address problems by drawing on various resources in the community.

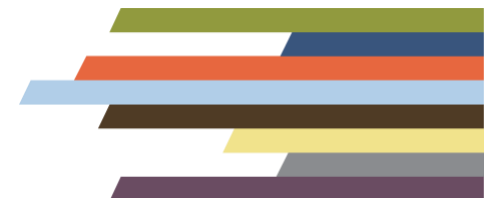
This worksheet¹ is designed to help you develop a brief inventory of a) with whom you are working and how, and b) additional stakeholders as potential partners. Assessing these partnerships will help you...

- See and appreciate the value of current partners;
- Determine whether the partners you have on-board are the right ones, given your current prevention priorities;
- Identify where you may need to recruit new partners to fill gaps and prioritize your outreach; and
- Ensure representation from key stakeholder groups.

LEVELS OF COLLABORATION

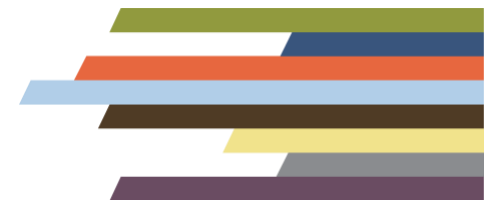
Before completing this worksheet, familiarize yourself with different levels of collaboration among stakeholders to work together. Collaboration between partners can range from informal (e.g., two agencies sharing information) to much more organized (e.g., multiple organizations working closely to achieve a shared vision). The following chart describes four levels of collaboration²: *networking*, *cooperation*, *coordination*, and full *collaboration*.

We suggest using the chart below to help determine your current level of involvement with a partner, as well as options for deepening this relationship over time. You can also use the chart to explore different options for collaborating with new partners. Please note that no single type of collaboration is "better" than another. The best type is the one that is the best fit, given what you and your partners hope to achieve.



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Question	Networking	Cooperation	Coordination	Full Collaboration
What is it?	Partners share information and talk with one another for their mutual benefit.	Partners support one another's prevention activities but have no formal agreement in place.	Partners are engaged in mutual projects and initiatives, modifying their own activities to benefit the whole.	With a formal agreement in place, partners work toward developing enhanced capacity to achieve a shared vision.
Key Features	<ul style="list-style-type: none"> Loosely defined roles Loose/flexible relationships Informal communication Minimal decision-making No risk 	<ul style="list-style-type: none"> Somewhat defined roles Informal and supportive relationships More frequent communication Limited decision-making Little to no risk 	<ul style="list-style-type: none"> Defined roles Formalized links, but each group retains autonomy Regular communication Shared decision-making around joint work Low to moderate risk Share some resources 	<ul style="list-style-type: none"> Formalized roles Formal links, which are written in an agreement Frequent communication Equally shared ideas and decision-making High risk but also high trust Pooled resources
What does it look like?	<p>Partners share what they are doing to address common community issues at interagency meetings.</p> <p>Partners discuss existing programs, activities, or services with other organizations.</p>	<p>Partners publicize one another's programs and services.</p> <p>Partners co-sponsor trainings or professional development activities.</p> <p>Partners exchange resources, such as technology expertise or meeting space.</p> <p>Partners write letters of support for one another's grant applications.</p> <p>Partners attend one another's meetings and events.</p>	<p>Partners serve together on event planning committees and community boards.</p> <p>Partners implement programs and services together.</p> <p>Partners care about the same issues.</p>	<p>Partners sign a MOA/U with each other.</p> <p>Partners develop common data collection systems.</p> <p>Partners participate in joint fundraising efforts.</p> <p>Partners pool fiscal or human resources.</p> <p>Partners create common workforce training systems.</p>

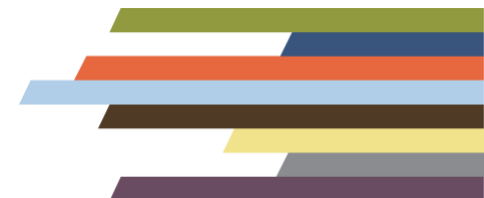


ASSESSING EXISTING PARTNERSHIPS

For each partner with whom you share prevention-related resources:

1. Write down the community sector this partner represents (i.e., are there any sectors missing, given your prevention priorities?)
2. Describe the nature of your collaboration (i.e., how do you work together?)
3. Identify the prevention resources the partner contributes (i.e., how does collaborating with this partner strengthen your efforts?)
4. Determine the partner's current level of involvement (i.e., what is the nature of your collaboration?)
5. Describe the current status of your collaborative relationship (i.e., is your collaborative relationship going well; still relevant given your current priorities; would you like to move the partnership to the next level?)

Current Partner	Sector Represented <small>(e.g., business, health care, parents)</small>	Nature of Collaboration <small>(How do you and your partner work together?)</small>	Prevention Resources Shared ³ <small>(e.g., access to focus population, connections, knowledge, shared vision, skills)</small>	Level of Involvement <small>(Networking, Cooperating, Coordinating, or Full Collaboration)</small>	Current Status <small>(Is the collaboration going well/ still relevant?)</small>



IDENTIFYING POTENTIAL PARTNERSHIPS

First, answer these questions:

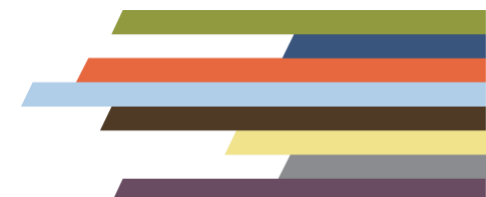
- Which prevention resources² do you currently need to strengthen or sustain your prevention efforts? (i.e., consider the resources you already have in place, some are already captured in the table above)

- Which new stakeholders from your community might help you fill identified resource gaps?⁴

Then, use your responses to the questions above to **complete the chart below in the following steps:**

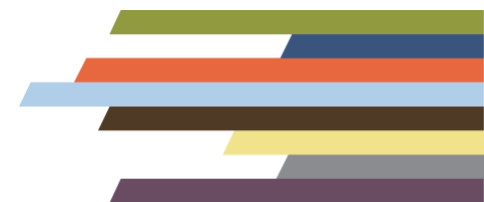
1. List your potential partners
2. Record the prevention resource gaps each partner might fill
3. Describe additional prevention resources each partner might provide
4. Outline the benefits each partner may experience by joining the collaboration
5. In the remaining rows, list any additional partners you may want to engage and why (i.e., the prevention resources they offer)

Once you've completed the chart below, decide which partners to contact first.⁵ This will help ensure your limited time and outreach effort is spent wisely.



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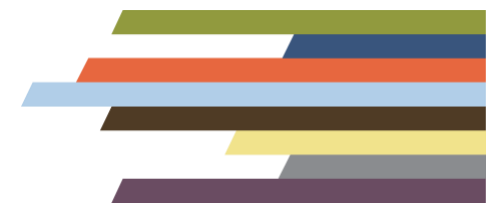
Potential Partner	Resource Gap Filled (What specific resource need/gap could this partner fill?)	Other Value Added for You (Which additional prevention resources could this partner contribute?)	Value Added for Partner (.e.g., What are the benefits to the potential partner of collaborating with you?)



Tool 7: Projecting Costs Worksheet

List the personnel and non-personnel resources required to achieve your goals (see Tool 5) in the chart below. Then project the costs associated with each resource. Work with a budget expert to ensure accuracy and record final numbers in your sustainability budget.

Required Resources	Projected Cost: Minimum Quantity Needed ¹	Projected Cost: Dollar Value ²	Projected Cost: TOTALS ²
<p>Goal 1: <input type="text"/></p> <p>Personnel: <input type="text"/></p> <p>Non-personnel: <input type="text"/></p>			
<p>Goal 2: <input type="text"/></p> <p>Personnel: <input type="text"/></p> <p>Non-personnel: <input type="text"/></p>			

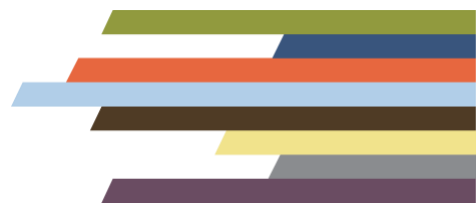


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<p>Goal 3: <input type="text"/></p> <p>Personnel: <input type="text"/></p> <p>Non-personnel: <input type="text"/></p>			
<p>All Goals: <input type="text"/></p> <p>Personnel: <input type="text"/></p> <p>Non-personnel: <input type="text"/></p>			

1. **Minimum Quantity Needed:** Hours per week and weeks per year personnel will work, number of training sessions, number of program facilitator guides, etc.
2. **Dollar Value:** Salaries or hourly rates for personnel, fees associated with staff benefits, training or coaching fees, costs of program facilitator guides, etc.
3. **TOTALS:** Minimum quantity needed X dollar value; for example, 20 program facilitator guides X \$15/guide = \$300.

Remember: *Personnel* resources in this context are the essential staff and consultant roles, while *Non-personnel* resources are the essential professional development, travel, supplies/equipment, space/facilities, etc.

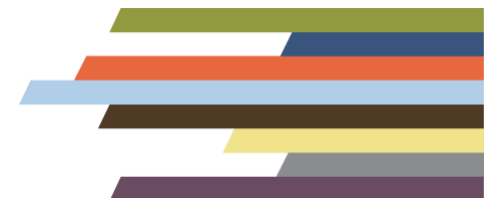


Tool 8: Exploring Feasibility Worksheet

Use this worksheet to explore the feasibility of different strategies for securing the required resources and covering the projected costs associated with your sustainability goals (see *Tool 7*). First consider *long-term* strategies, then consider *short-term* strategies. Brainstorm all possible options here, then refer to this information to make your final selections (see *Tool 9*).

Long-Term Fiscal Strategies	Feasibility: Good fit for... ¹	Feasibility: Viable partners include... ²
Securing a line item in an existing budget		
Promoting the adoption of programs/services		
Changing community guidelines		
Other ³ :		

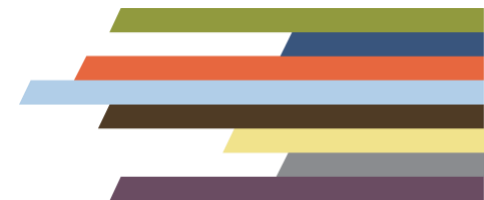
- Good fit for:** Consider whether the fiscal strategy can help you secure any required resources or cover any projected costs. If so, indicate which one(s).
- Viable partners include:** For each good-fit strategy, list any potential partners who may be willing and able to deliver what you need.
- Other strategies:** List any other strategies that could help you secure stable or recurring access to resources/revenue and serve as long-term sustainability solutions.



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Short-Term Fiscal Strategies	Feasibility: Good fit for... ¹	Feasibility: Viable partners include... ²
Soliciting in-kind support		
Applying for grants		
Earning/raising money (e.g., membership dues, fees for service, fundraisers, donations)		
Other ³ :		

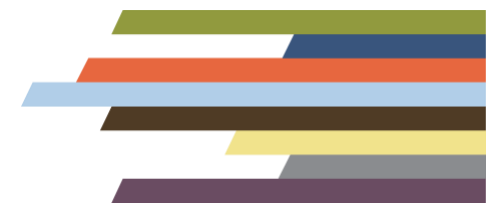
1. **Good fit for:** Consider whether the fiscal strategy can help you secure any required resources or cover any projected costs. If so, indicate which one(s).
2. **Viable partners include:** For each good-fit strategy, list any potential partners who may be willing and able to deliver what you need.
3. **Other strategies:** List any other strategies that could help you secure stable or recurring access to resources/revenue and serve as long-term sustainability solutions.



Tool 9: Selecting Strategies Worksheet

List your sustainability goals in the chart below. Then consider the feasibility of different fiscal strategies (see Tool 8) and select a set of long- and short-term strategies for achieving your sustainability goals.

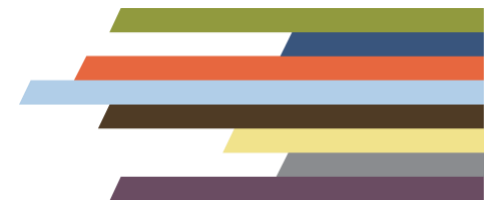
Sustainability Goals	Feasible Fiscal Strategies: Resources/Revenue ¹	Feasible Fiscal Strategies: Potential Sources of Support ²
<p>Goal 1:</p> <div data-bbox="222 683 680 932" style="border: 1px solid black; height: 150px; width: 100%;"></div>	<p>Long-Term:</p> <div data-bbox="730 683 1241 761" style="border: 1px solid black; height: 48px; width: 100%;"></div> <p>Short-Term:</p> <div data-bbox="730 824 1241 902" style="border: 1px solid black; height: 48px; width: 100%;"></div>	<p>Long-Term:</p> <div data-bbox="1276 675 1787 753" style="border: 1px solid black; height: 48px; width: 100%;"></div> <p>Short-Term:</p> <div data-bbox="1276 824 1787 902" style="border: 1px solid black; height: 48px; width: 100%;"></div>
<p>Goal 2:</p> <div data-bbox="222 1040 680 1295" style="border: 1px solid black; height: 150px; width: 100%;"></div>	<p>Long-Term:</p> <div data-bbox="730 1036 1241 1114" style="border: 1px solid black; height: 48px; width: 100%;"></div> <p>Short-Term:</p> <div data-bbox="730 1182 1241 1260" style="border: 1px solid black; height: 48px; width: 100%;"></div>	<p>Long-Term:</p> <div data-bbox="1276 1036 1787 1114" style="border: 1px solid black; height: 48px; width: 100%;"></div> <p>Short-Term:</p> <div data-bbox="1276 1182 1787 1260" style="border: 1px solid black; height: 48px; width: 100%;"></div>



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<p>Goal 3:</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>	<p>Long-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div> <p>Short-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	<p>Long-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div> <p>Short-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>
<p>All Goals:</p> <div style="border: 1px solid black; height: 150px; width: 100%;"></div>	<p>Long-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div> <p>Short-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>	<p>Long-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div> <p>Short-Term:</p> <div style="border: 1px solid black; height: 40px; width: 100%;"></div>

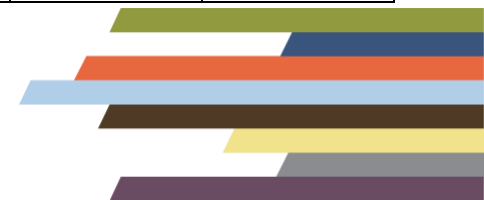
1. **Resources/Revenue:** Identify the specific type of support you intend to pursue (e.g., budgetary line item, grant, donated goods or services).
2. **Potential Sources of Support:** Identify the person, group, or agency from whom you intend to request support.



Tool 10: Communication Plan Template

List the resources/revenue and potential sources of support associated with your fiscal strategies (see *Tool 9*) in the chart below. As you move each strategy forward, record your key decisions, findings, and progress.

Fiscal Strategies		Phase 1: Exploration			Phase 2: The "Ask"				
Resources/ Revenue	Potential Sources	Contacts	Person Responsible	Findings	"Ask" Strategies	Required Materials	Due Dates	Person 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 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 (e.g., written letters or proposals, talking points)</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 11: Creating a Memorandum of Agreement

A memorandum of agreement (MOA) is a written document that describes how two parties will work together to meet a common objective. MOAs help partners specify the purpose of their collaboration, as well as the roles and responsibilities of each partner in achieving articulated goals. MOAs can range from informal (a firm handshake) to formal (a binding legal document that holds parties responsible to their commitment). The terms memorandum of agreement and memorandum of understanding (MOU) are often used interchangeably.

Stakeholders often begin collaborating without putting any formal agreements in place. However, as partners begin working together more closely—and particularly as they begin pooling fiscal or human resources—it can be helpful to develop an MOA.

ABOUT THE TOOL

This tool presents the major sections of a standard MOA, accompanied by a template you can adapt to your needs.

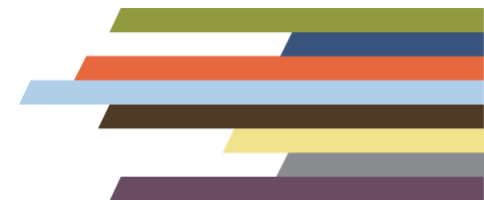
Purpose and Scope.

This section conveys the “big picture” of why and how all parties will work together. It typically includes a clear mission or vision statement that defines the primary purpose of the collaboration and how it will benefit the community. It may also include the goals and objectives that the collaboration hopes to achieve. Other components may include:

- Name of all parties involved in the collaboration
- Brief description of the scope of work and desired outcomes
- Financial obligations of each party, if applicable
- Dates that the agreement is in effect
- Key contacts for each party
- A logic model depicting the relationship between planned activities and identified prevention goals (optional)

Background.

This section contains a brief description of the agencies participating in the collaboration and named in the MOA, as well as any current or historical ties between partners.



Responsibilities under this MOA.

This section contains a brief description of how partners will work together (i.e., what they will be doing), as well as individual partner responsibilities. It can also describe expectations for meetings and communication (e.g., frequency and approach), and the types of management and decision-making processes that will be used. It may also include descriptions of:

- *How information will be shared across agencies*, including any policies or procedures that inform and/or dictate the selected approach.
- Partner responsibilities related to *evaluation, data collection, data sharing, and reporting*.
- *Who has decision-making authority?* Some MOAs may benefit from a delineation of decision-making authority. For example, for an MOA between a law enforcement agency and a school district, it can be helpful to clarify the scope of law enforcement authority to enforce state, local, and federal laws on school grounds.

Funding.

This section describes each partner's fiscal duties, if any, ensuring that these are consistent with the stated goals and planned activities.

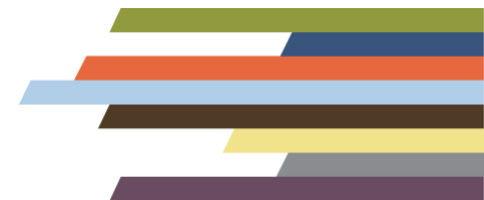
Effective Date and Signature, including:

- **Duration of the Agreement**—the effective date that the agreement begins and how long it will be in effect, as well as circumstances under which the agreement can be modified or terminated.
- **Signatures**—the MOA is not considered in effect until all parties have signed. Each party should keep an original signed copy.

MEMORANDUM OF AGREEMENT TEMPLATE

A generic template for an MOA is provided on the following page. You may want to include additional sections, depending on the nature of the agreement and the parties involved.

- As you develop your MOA, imagine that you are writing for someone who knows nothing about the collaboration. Be specific, but succinct; avoid jargon; and always provide partners with ample opportunity to review and provide feedback on early drafts.
- Partner responsibilities related to *evaluation, data collection, data sharing, and reporting*.
- *Who has decision-making authority?* Some MOAs may benefit from a delineation of decision-making authority. For example, for an MOA between a law enforcement agency and a school district, it can be helpful to clarify the scope of law enforcement authority to enforce state, local, and federal laws on school grounds.



MEMORANDUM OF AGREEMENT (MOA)

Between

(insert legal name of Party A) _____

And

(insert legal name of Party B) _____

This is an agreement between "*Party A*," hereinafter called

(insert commonly-called name or acronym of Party A) _____

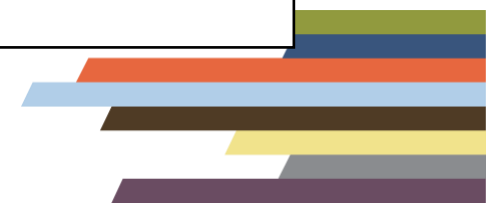
And "*Party B*," hereinafter called

(insert commonly-called name or acronym of Party A) _____

I. PURPOSE AND SCOPE

The purpose of this MOA is to clearly describe the roles and responsibilities of each party as they relate to:

In particular, this MOA is intended to:



II. BACKGROUND

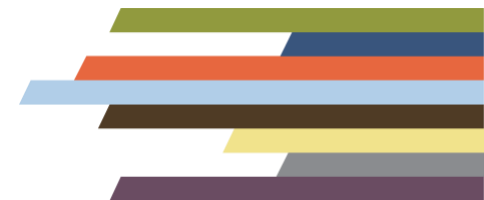
III. RESPONSIBILITIES UNDER THIS MOA

(Party A) shall undertake the following activities:

(Party B) shall undertake the following activities:

IV. FUNDING

This MOA does (does not) include the reimbursement of funds between the two parties (clearly describe details of funding agreement/reimbursement).



V. EFFECTIVE DATE AND SIGNATURE

This MOA shall be effective upon the signature of Parties A and B authorized officials. It shall be in force from _____ to _____.

Parties A and B indicate agreement with this MOA by their signatures.

Name _____

Title _____

Party A _____

Date _____

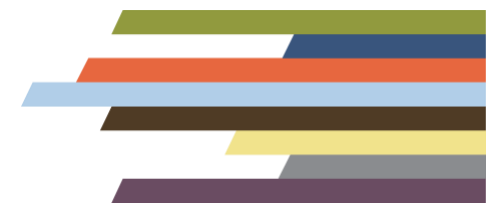
Name _____

Title _____

Party A _____

Date _____

REFERENCES: Education Development Center, Inc. (2013). How do we create an agreement for working together? Retrieved from www.promoteprevent.org



Tool 12: Developing an Effective Elevator Pitch

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. This tool is designed to help you develop a compelling argument, or “elevator pitch,” for why they should say “yes.”

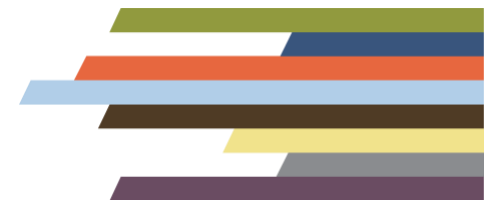
And while not every ask will be made within the confines of an elevator, the term “elevator pitch” reminds us that these requests should be intentional and succinct, as if the elevator doors could open up at any moment.

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:




- **The Three W's** – the who, what and why of your message or request
- 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.
- A **call to action** that clearly identifies what you are asking potential stakeholder to do if they say yes.

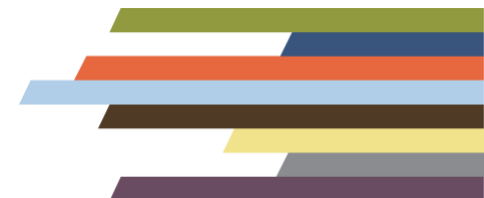
Remember, a pitch that is effective in engaging one potential partner will not necessarily be right for another. Quality pitches are audience-specific, tailored to address the audience's unique needs, values, and priorities.



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> 	<p><i>Who</i> are you and whom 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>
<p>Benefits & Barriers</p> 	<p>How will the potential partner's participation benefit you and your organization? What is the value-added to the potential partner of collaborating with you? What are the potential barriers to working together? How will you address these barriers?</p>
<p>Call to Action</p> 	<p>What specifically 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?</p>



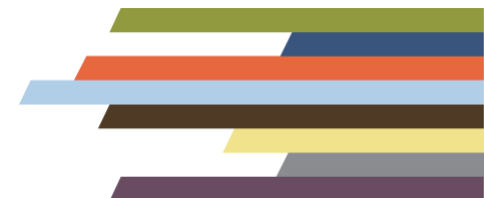
As you develop your pitch, also make sure to:




- **Use your mission statement.** Referring back to the mission statement/purpose/core values will help guide answering the Three W's.
- **Craft a “hook” that gets attention.** Just as in your case statement, coming up with an attention-getting hook will pull in your audience and prepare them to hear your pitch.
- **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.

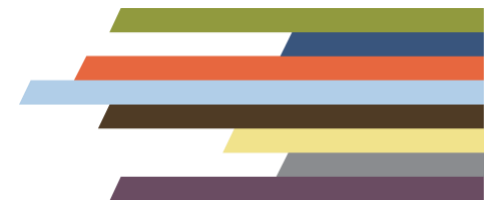
PRACTICE MAKES PERFECT

Use the template below to create your own elevator pitch to a potential partner. Before delivering it, make sure to check the following:

- Is your pitch sensitive to your potential partner’s needs, values, and priorities?
- Does your pitch contain jargon or words that are difficult to understand?
- Does your pitch take into account recent political, social, or economic events? Revise your pitch accordingly, and then go put it into use!



Pitch Element	Leading Questions	Your Pitch
<p>Three W's</p> 	<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? What need are you serving?</p>	
<p>Benefits & Barriers</p> 	<p>How will the potential partner's participation benefit you and your organization? What is the value-added to the potential partner of collaborating with you?</p> <p>What are the potential barriers to working together? How will you address these barriers?</p>	
<p>Call to Action</p> 	<p>What specifically 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 13: Celebrate Success, Early Wins are Important

Congratulations! You've spent time building relationships with the right partners and your sustainability efforts are off the ground! You are committed to working together to address a pressing behavioral health problem, and are confident that, working together, you can improve the health of your community.

But as an experienced prevention practitioner, you know that producing long-term, lasting change doesn't happen overnight. There is a long road from the time your collaboration first gets together to seeing the results of your sustainability efforts. Addressing entrenched attitudes toward underage drinking or implementing a comprehensive prevention plan takes time, as does achieving sustainability—time during which you may lose partners to competing priorities along the way.

So how can you keep your partners engaged for the long road ahead?

A LESSON FROM THE BUSINESS WORLD

Business leaders often debate the merits of “picking low-hanging fruit first.” In non-business language, that means tackling an easy problem before taking on a bigger one. The central question is: Do these early wins provide momentum for a team looking to solve bigger problems, or do they deflect from the greater cause?

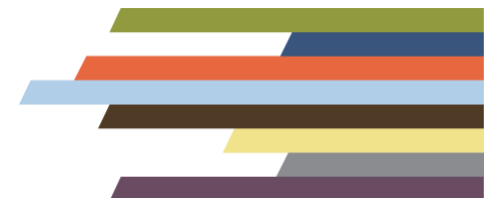
Most prevention practitioners would argue the latter: that it's more important to commit limited resources and energy to tackling the big problems. But while it's important to always stay focused on the big picture, it's also critical to recognize the morale-building potential of starting small. In our zeal to tackle big health issues, we often miss the value of early successes in keeping members engaged in collaborative partnership for the long haul.

These early “wins” don't need to be groundbreaking. Instead, they should represent your collaboration's abilities to generate member investment in the group while moving toward larger, long-term goals.

EARLY WIN PROJECT: FOUR CATEGORIES

For new collaborations, early-win projects typically fall into four categories:

1. **Projects that build identity.** The process of cultivating a distinct identity for your collaboration offers a great opportunity to get partners invested and involved right away. One way to build identity is to engage members in the process of choosing a name. Names go a long way in establishing legitimacy for any effort; your collaboration is no different.



More importantly, the process of coming up with a name is likely to generate important conversations about what the collaboration is trying to accomplish and how members want it to be perceived by the outside world. In addition, having a name for your efforts increases the likelihood that your members will remain invested—after all, it's a name they chose themselves!

2. **Projects that strengthen connections among members.** Strong collaborations, like strong families, are built on relationships. For this reason, projects that provide opportunities for members to work together and begin establishing relationships with one another are good early wins. One easy way to do this is by supporting a project that one of your partners is excited about. For example, in Cambridge, Massachusetts, the city's new prescription drug misuse coalition played an active role in supporting the police department's initiative to place prescription drug drop-off boxes in each of its precincts. The project galvanized the newly formed coalition around a highly visible, tangible first project and established a norm of members supporting one another. as in your case statement, coming up with an attention- getting hook will pull in your audience and prepare them to hear your pitch.
3. **Projects that increase visibility.** The success of all coalitions ultimately hinges on the degree to which they are supported by the community. To this end, one of the first major tasks for a new collaboration is to find a way to introduce itself to the community, at large. While this task may seem daunting, it's often one of the most satisfying. There are myriad ways of getting your collaboration's name out there: the easiest is to participate in an existing community event. For example, one early-stage coalition working to reduce underage drinking in Needham, Massachusetts participated in a fundraiser to provide subsidies for students to use discounted limousine services to attend the high school prom. Through its involvement in this campaign, the coalition was able to increase its visibility in the community, overall, and among the parent population, specifically.
4. **Projects that generate buzz.** Savvy collaboration leaders know how to use influencers and agents of change in the community to create enthusiasm and support for their activities. One coalition in Wakefield, Massachusetts did this by relying on a core group of community parents to spread word of their efforts through a series of "prevention coffee chats." Parents convened and hosted the chats in their homes, and the coalition sent in health educators to discuss the prevalence of underage drinking in the community and answer parent questions. Over a few short months (and with minimal effort), the coalition had reached a large group of parents and increased awareness of the underage drinking issue (and the coalition!) in their community. Moreover, some of the parents who attended a chat eventually joined the collaboration.

Each of these efforts were concrete and time-limited. They were also instrumental in building the cohesion, connections, visibility, and enthusiasm needed to achieve the group's long-term sustainability goals.

