

OHIO PARTNERSHIPS FOR SUCESS GRANT PROGRAM

Ohio Department of Mental Health and Addiction Services

**OHIO SPF-PFS INITIATIVE SUSTAINABILITY MODULE
TUSCARAWAS COUNTY**

Prepared by:

Newcomerstown Community Action Network

September 2019



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Acknowledgments

The Newcomerstown Community Action Network acknowledges the time and efforts that coalition members and other local stakeholders contributed to the sustainability module.

Training and technical assistance for Ohio communities to engage in the Community Readiness Assessment process was provided by Ohio University's Voinovich School of Leadership and Public Affairs and the Pacific Institute for Research and Evaluation with funding from the Ohio Department of Mental Health and Addiction Services to support the Strategic Prevention Framework Partnerships for Success (SPF-PFS) Evaluation (Grants #15151, #1700504, #1800248, and #1900525). Funding for the SPF-PFS is provided by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP); Funding Opportunity SP-14-004.

Ohio's SPF-PFS Evaluation Team (OSET) would like to express deep gratitude to the SPF-PFS Project Directors and Ohio's Coaching and Mentoring Network (OCAM) for their feedback in this iteration of the Sustainability Module as well as the creation of the Sustainability Checklist to support others interested in utilizing the module as they consider how to sustain the good work their coalitions are engaged in. All of Ohio's materials for sustainability may be found on the project's [website](https://pfs.ohio.gov/) (https://pfs.ohio.gov/).

Ohio SPF-PFS Initiative: Sustainability Module

Background

A core element of the Strategic Prevention Framework (SPF) is sustainability. Ohio's SPF Sustainability Module was originally developed and implemented through Ohio's Strategic Prevention Framework – State Incentive Grant (SPF SIG), an initiative that spanned 2009-2014. The Sustainability Module has been utilized, in several iterations, over multiple projects within Ohio's prevention system. Through the Strategic Prevention Framework – Partnerships for Success (SPF-PFS) Initiative, there was an intentional examination of the module and how communities could use it effectively to promote their thinking about initiative sustainability. Over the course of several learning community meetings, Ohio's SPF-PFS Project Directors, led by Ohio's SPF-PFS Evaluation Team (OSET) and supported by Ohio's Coaching and Mentoring Network (OCAM), provided feedback on the module and suggested edits and additions. The Project Directors also contributed to our understanding of how coalitions could effectively use the Sustainability Module by creating a checklist for Project Directors to refer to as they completed it.

The Sustainability Module draws on Mark Moore's (1994) Public Value Model as well as the work of Mancini & Marek (2004) and Weiss, Coffman, and Bohan-Baker (2002) related to initiative sustainability.

The module includes two parts. Part One focuses on assisting coalitions with the task of intentionally and purposefully building the sustainability team. Coalitions are encouraged to convene a group that was big enough to be inclusive but small enough to move forward quickly. Further, they are also encouraged to consider individuals from outside of the coalition that could play a role in sustaining the work of the SPF-FS in their community. Once the sustainability team is in place, coalitions are tasked with Part Two - responding to a series of four questions related to initiative sustainability:

1. Project Elements to be Sustained: What is the coalition trying to sustain? (or, What needs to be sustained?)
2. Value: What evidence does the coalition have that what they are doing is worth sustaining? (or, Why does this initiative deserve to be sustained?)
3. Authorizing Environment: What institutional supports, structures, and/or policies need to be in place to achieve sustainability?
4. Operational Capacity: What capacity is necessary to sustain this effort and where will that capacity come from.

Throughout the Sustainability Module, coalitions are often asked to frame their answers to these questions in terms of analyzing the question through the lens of strengths, weaknesses, opportunities, and threats (i.e., SWOT analysis).

The results of the Newcomerstown Community Action Network's work on the Sustainability Module are presented in this document.

County Name: Tuscarawas

Coalition Name: Newcomerstown Community Action Network

Date: 8/30/19

Introduction

“The key element of sustainability is providing continued benefits, regardless of particular activities delivered or the format in which they are delivered.” –Mancini & Marek (2002)

There are four clarifying questions that need to be answered in order for sustainability planning to move forward:

1. *What* are you trying to sustain? (put another way, *What* needs to be sustained?)
2. **Public Value:** What *evidence* do you have that what you are doing is *worth sustaining*? (put another way, *Why* does this initiative *deserve* to be sustained?)
3. **Authorizing Environment:** What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?
4. **Operational Capacity:** What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

A. Building the Sustainability Team

Before these questions can be answered, it is essential that you *identify the key players*. It is very important to consider your authorizing environment (Moore, 1995).

Who are the individuals in your agency, organization, coalition or community that need to be involved in conversations about sustainability? Please do not list your entire rosters. Be purposeful and intentional about the individuals who need to be at the table to discuss sustainability. This group must be big enough to be inclusive but small enough to move forward quickly. Please also consider individuals from outside your agency, organization, coalition or community that could play a role in sustaining the work of your SPF-PFS initiative (however you define it) in your community.

- Jeff Neidig, NCT-CAN Chair and Prescription Drug Committee Chair for the Tuscarawas County Anti-Drug Coalition. Jeff is a key member of the sustainability team as he is the chairperson of NCT-CAN; he is also a respected business owner and is involved civically in Newcomerstown. In addition, he currently serves on the Board of Directors for the Tuscarawas County Alcohol, Drug Addiction and Mental Health Services. He is also an active member of the Tuscarawas County Anti-Drug Coalition serving as the Prescription Drug Committee Chair. Jeff is instrumental as he is a link between the two organizations.
- Pat Cadle, Mayor of Newcomerstown. Pat was asked to serve on the Sustainability Team as he is well respected and trusted in Newcomerstown. Pat is known for his commitment to making Newcomerstown a safer, healthier, thriving community. If he endorses NCT-CAN and its relationship with Tuscarawas County Anti-Drug Coalition, the community will much better embrace it.

- Jeff Staggs, Superintendent of Newcomerstown Exempted Village Schools. Jeff was asked to serve on the sustainability team, as he is instrumental to connecting Newcomerstown Exempted Village Schools to NCT-CAN and the Tuscarawas County Anti-Drug Coalition. The school provides the best opportunity to connect with both parents and youth of Newcomerstown. By having Jeff on board, supporting and embracing NCT-CAN and the Tuscarawas County Anti-Drug Coalition efforts, it will provide access to our targeted populations. He is also key to continued data collection and creating access to adults in Newcomerstown via housing NCT-CAN prevention information on the school website and sharing information to parents via text and parent all-calls.
- Rita Lahmers, NCT-CAN member and Farm Bureau Representative at Tuscarawas County Anti-Drug Coalition. Rita was asked to serve on the sustainability team as she also has shared membership with NCT-CAN and Tuscarawas County Anti-Drug Coalition. Rita is well connected and respected in Newcomerstown and has the ability to connect the efforts of NCT-CAN to churches, civic organizations and the agricultural community, to include 4H, Tuscarawas County Fair Board and Farm Bureau. Rita is a shaker and a mover and her role in the community is to connect the community with the coalition and to create community buy-in.
- MacKrea Larue, NCT-CAN member and social service agency representative. MacKrea was asked to serve on the sustainability team as she is born and raised in Newcomerstown but works with two social service organizations in central Tuscarawas County. MacKrea can assist members of NCT-CAN and the community in seeing the benefits of strengthening the relationship of NCT-CAN and the Tuscarawas County Anti-Drug Coalition to increase resources and services to prevent youth substance use in Newcomerstown.
- Kerry Metzger, Tuscarawas County Anti-Drug Coalition, Chairman. Kerry was asked to serve on the sustainability team as he can offer the support and resources of the Tuscarawas County Anti-Drug Coalition to include trainings, technical assistance, funding opportunities and access to countywide efforts and initiatives. He offers NCT-CAN the opportunity to use NCT-CAN to solve local problems, addressing local conditions but having access to additional resources.
- Jodi Salvo, Project Director for SPF-PFS and Coalition Coordinator for the Tuscarawas County Anti-Drug Coalition. Jodi serves on the sustainability team as she has a solid understanding of both NCT-CAN and the Tuscarawas County Anti-Drug Coalition and sees the role of coordinator as assisting the organizations in working together to address county-wide youth substance use issues and leveraging the resources of both organizations.

B. Sustainability Question #1: What are you *trying to sustain*? (put another way, What *needs to be sustained*?)

Weiss, Coffman, Bohan-Baker (2002) identified four categories related to “initiative sustainability.” These categories are very broad and are very applicable to grant-funded initiatives. These categories may be helpful for your team as you plan for sustainability. If your team has already clearly articulated what you are trying to sustain, you may want to categorize your objectives. Please feel free to create your own category if you need to.

Please remember that you do NOT need a sustainability objective/goal for each category. We are providing these categories as conversation catalysts, not as requirements.

1. *Organizations and/or Projects*: securing additional funding for projects begun or supported under the initiative
2. *Ideas*: maintaining the initiative's core principals, values, beliefs, and commitment
3. *Relationships*: maintaining connections among people and institutions
4. *Outcomes*: maintaining initiative results

Please choose the question that most appropriately applies to your project: What are you *trying to sustain*? (put another way, What *needs* to be sustained?) Please state your sustainability objectives/goals as bullet-point statements. **Each objective/goal must be specific, measurable, and observable.**

What are you *trying to sustain*?

NCT-CAN plans to sustain both the ideas and relationships developed through the work of the SPF-PFS grant initiative. If we sustain both the ideas and relationships listed below, we will be well positioned to prevent and reduce youth substance use in the Village of Newcomerstown.

Ideas

- Convene 12-sector representatives in the Village of Newcomerstown who are committed to being active members of the Newcomerstown Community Action Network (NCT-CAN).
- Embed youth substance use prevention in the mission and work of NCT-CAN.
- Create local solutions to address local problems related to youth substance use in Newcomerstown that will reduce youth substance use.
- Commit to the process learned through the SPF-PFS grant initiative.
- Utilize countywide prevention resources, efforts, and prevention staff to assist NCT-CAN in youth substance use prevention efforts.
- Invest in Newcomerstown Exempted Village School District's youth-led prevention program.
- Use and create necessary materials such as signage, coalition branding, handouts, and materials to provide information, education, and awareness regarding youth substance use prevention in Newcomerstown and Tuscarawas County
- Commit to collecting yearly data both quantitative and qualitative to drive community youth substance use prevention efforts.
- Maintain a tab on the NEVSD website to provide substance use prevention information, education, and skill building opportunities to parents.
- Maintain NCT-CAN prevention messaging on Mayor's Facebook page
- Share the Tuscarawas County ADC's Facebook prevention information using Newcomerstown social media sites identified during SPF-PFS initiative.

Relationships

- Build and strengthen relationships between members of the Tuscarawas County Anti-Drug Coalition and the Newcomerstown Community Action Network (NCT-CAN) by having shared membership and shared resources.
- Strengthen and provide training to the newly developed youth-led prevention group at Newcomerstown Exempted Village School (NESVD).

- Strengthen the relationship between NEVSD, NCT-CAN, and the Tuscarawas County ADC.
- Strengthen the relationships between faith leaders in Newcomerstown and members of the Tuscarawas County ADC and NCT-CAN who also work on faith-based efforts and initiatives.
- Strengthen the relationships between civic organizations in Newcomerstown and NCT-CAN.
- Strengthen the relationship between law enforcement in Newcomerstown and the NCT-CAN and Tuscarawas ADC.
- Strengthen the relationship between the agricultural community and the work of NCT-CAN.

C. Sustainability Question #2: Public Value - What *evidence* do you have that what you are doing is worth *sustaining*? (put another way, Why does this initiative *deserve* to be sustained?)

We discussed the idea of *public value* (Moore, 1995). It may be helpful to frame this conversation among your planning team as such. For example, it may be useful to have your planning team respond to these questions (You do not need to write responses to these questions, these are just provided as conversation catalysts.):

- How is this SPF-PFS initiative (however you define it) positively impacting the community?
- What results from this SPF-PFS initiative (however you define it) are valued by the community?
- What results from this SPF-PFS initiative (however you define it) are valued by the leadership team?

Once you have answered these questions, please respond to the overarching question (whichever form is most applicable to your situation): What evidence do you have that what you are doing is worth sustaining? (put another way, Why does this initiative deserve to be sustained?)

What evidence do you have that what you are doing is worth sustaining?

The work of the NCT-CAN concerning the SPF-PFS initiative, to reduce and prevent youth substance use should be sustained. We know that if NCT-CAN continues to use the SPF and implements the appropriate evidence-based prevention strategies, Newcomerstown will see a reduction in youth substance use.

Through the work of the SPF-PFS, NCT-CAN identified the need to address youth prescription drug misuse. The needs assessment revealed that concerning this issue, there was limited community knowledge, known resources, and effective parental communication. We secured community consequence data around prescription drug misuse and abuse and know these issues need to be addressed to create a healthier community. Addressing youth prescription drug misuse will also act to prevent persons from progressing from prescription drug misuse to the abuse of opiates and heroin.

We have evidence to suggest that family communication regarding substance use will decrease youth use. Specifically, youths' perceived parental disapproval of youth use is correlated with a decrease in youth substance use. Our media campaign serves to direct parents to prevention information and equip them to have effective conversations with their children. Implementation of this media campaign is, therefore, likely to result in decreased youth substance use. We believe that providing information, education, and skill building opportunities to parents/adults is worth sustaining to create a healthier, drug-free Newcomerstown.

We are also confident that the relationship between NCT-CAN and the Tuscarawas County ADC is worth sustaining. Due to the distance from Newcomerstown to the meeting place of the Tuscarawas County ADC, it

is unrealistic to have leaders of NCT-CAN attend the ADC's meetings. The relationship between these two organizations is beneficial because it allows Newcomerstown to benefit from countywide efforts, be involved, and have access to countywide prevention resources without always being physically present.

Similar benefits are also demonstrated by the relationship between the newly formed Newcomerstown's youth-led prevention program and its relationship between the Tuscarawas County Youth Advisory Board. Student leaders from Newcomerstown youth led prevention will receive education, training and peer support through their involvement with countywide efforts that will strengthen their program and ability to affect school and community level change. Youth leaders from Newcomerstown youth led prevention serve as the youth sector representation for NCT-CAN.

How is this SPF initiative positively impacting the community?

The SPF-PFS initiative has convened 12-sector representation from community leaders to address youth substance use with a focus on prescription drug misuse. Prior to the initiative, there was very little prevention programming, resources, or efforts identified in the Village of Newcomerstown or its surrounding areas, as indicated in the needs assessment. Overall, the needs assessment revealed that there was little knowledge of efforts.

Community members are now aware of youth substance use prevention efforts and resources. The SPF-PFS has positively affected the community, as evidenced-based prevention programming and resources are now present in the community. There are prevention resources on the school website for parents and there will soon be a comprehensive media campaign to educate and build skills with parents that will ultimately reduce substance use in Newcomerstown and the surrounding area.

Because of the SPF-PFS, youth substance use prevention is now a priority to community leaders. Community leaders are engaged and committed to utilizing the SPF process and prevention work. Because of this grant initiative, NEVSD has formed a youth-led prevention group that is committed to using the SPF in their prevention work. NEVSD is now providing evidence based prevention education to all fourth and fifth grade students. The community now has ownership of the tools and resources to address, prevent, and reduce youth substance use. The SPF initiative has made connections between Newcomerstown and community resources and services that are available in Tuscarawas County.

What results from this SPF initiative are valued by the community?

It was evident that the community valued the prevention efforts offered when, NCT-CAN held an education/awareness event with over 250 persons in attendance. At this event, the community engaged with county resources and agencies' booths and received available literature. Feedback from those that were attended was very positive. Community engagement demonstrated that the community was welcoming of resources and information.

The faith community has valued receiving prevention information and access to countywide prevention resources, as a result of the SPF-PFS. Newcomerstown churches participated in a countywide church video event, "Hope Sunday" that was hosted by the Tuscarawas County ADC. Following the event, Newcomerstown community members shared the event's prevention information and videos on Facebook. Newcomerstown was not involved in countywide initiatives prior to the event, nor were they aware of such initiatives taking place.

The Tuscarawas County Anti-Drug Coalition and other organizations are learning how to address community problems using the SPF. These community organizations have valued receiving prevention information because of the SPF-PFS, which includes tools and resources such as the Tri-Ethnic Survey, focus groups, and strategic plan maps. These strategies are now used by not only the NCT-CAN and ADC, but also other community organizations to guide their work.

What results from this SPF initiative are valued by the leadership team?

The leadership team of NCT-CAN values the positive community impacts that have resulted from participation in the SPF-PFS initiative. The leadership team is proud to report that students of Newcomerstown now receive evidence-based prevention programming in fourth and fifth grade. That NEVSD has a youth led prevention program that is having an impact on the school and community. They are pleased that trainings and educational events are now available to the community and that NCT-CAN has prevention resources to disseminate at local events.

The leadership team of NCT-CAN values the data that has been collected to understand the issue and guide prevention efforts. They value the connections that were made with the Tuscarawas County Anti-Drug Coalition and its members to include social service agencies and access to strong prevention professionals who can assist in meeting the needs of Newcomerstown. NCT-CAN leadership also values that they have a good understanding of effective prevention and now possess the skills and resources to implement the SPF in Newcomerstown to create a healthier community.

The leadership of the Tuscarawas County ADC values the work of the SPF initiative as we now have a solid understanding of how to become the convener of substance use data and information in the county. The Tuscarawas County ADC now has a structure that works to reach Newcomerstown by supporting NCT-CAN and having shared membership. The design of the Tuscarawas County ADC working with NCT-CAN fills the gap that previously existed due to geographical barriers.

D. Sustainability Question #3: Authorizing Environment - What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?

We discussed the idea of *authorizing environment* (Moore, 1995). It is important to determine who holds the ability to make key decisions regarding the sustainability of the project.

What <i>institutional supports, structures, and/or policies</i> need to be in place to achieve sustainability of your SPF-PFS initiative (however you define it)? It may be helpful to frame your answer using the following sub-questions:	
Strengths	Weaknesses
<ul style="list-style-type: none"> • What current <i>institutional supports, structures, and/or policies</i> support your SPF-PFS initiative (however you define it)? 	<ul style="list-style-type: none"> • Of these structures, which could be strengthened to ensure sustainability of SPF-PFS initiative (however you define it)?
Opportunities	Threats
<ul style="list-style-type: none"> • Which structures are still needed to ensure sustaining your SPF-PFS initiative (however you define it)? 	<ul style="list-style-type: none"> • What structures are blocking or obstructing your SPF-PFS initiative (however you define it)?

Please respond here. The table below will allow you to capture the four SWOT elements. If you are planning to sustain multiple items, you may want to include a separate SWOT table for each item.

Table 1. *SWOT Analysis of Authorizing Environment*

Strengths	Weaknesses
<ul style="list-style-type: none"> • Access to support and resources of Tuscarawas County ADC • Shared membership with Tuscarawas County ADC • Strong collaboration with Newcomerstown Exempted Village School District (NEVSD) • Institutionalization of data collection in NEVSD • Twelve sector representation at NCT-CAN • Newcomerstown youth-led prevention group having shared membership with Tuscarawas County Youth Advisory Board • Strong support from agricultural, faith-based community and civic organizations • NCT-CAN presence at community events • Created awareness and community buy in to safely dispose of unwanted and unused medications • Strong support from local government 	<ul style="list-style-type: none"> • Minimal representation from countywide social service organizations • Hospitals in county do not have representation and minimal healthcare representation • Youth are not in attendance during NCT-CAN meetings
Opportunities	Threats
<ul style="list-style-type: none"> • Strengthen relationships with NCT-CAN and countywide social service organizations • Invite youth led prevention students to attend and participate in NCT-CAN meetings • Increase NCT-CAN membership • Recruit membership from hospitals and healthcare community • Secure funding to support NCT-CAN from local foundations • Provide continued learning opportunities for NCT-CAN membership 	<ul style="list-style-type: none"> • Change in local government of school administrators that do not value and support the work of NCT-CAN • Tuscarawas County Anti-Drug Coalition would not provide support, to include access to funding, resources, technical assistance, offering training and educational opportunities. • Membership would not take advantage of learning opportunities

E. Sustainability Question #4: Operational Capacity - What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

We discussed the idea of *operational capacity*. In order for your sustainability goals/objectives to become reality, your grant-funded initiative must have the *capacity* necessary to achieve those outcomes. Capacity is defined in many ways, including (but not limited to): securing diverse resources and acquiring the appropriate expertise. Basically, the purpose of this question is to determine the resources (e.g., time, personnel, funding, etc.) needed to achieve each sustainability goal/objective.

<p>What operational capacity is necessary to achieve sustainability and where will the capacity come from to sustain your SPF-PFS initiative (however you define it)? It may be helpful to frame your answer using the following sub-questions:</p>	
<p>Strengths</p>	<p>Weaknesses</p>
<ul style="list-style-type: none"> • What operational capacity has your agency, organization, coalition or community built through <i>networks</i> (i.e., partnerships, collaborations, etc.) during this grant opportunity? • What <i>internal</i> operational capacity has your agency, organization, coalition or community built through this grant opportunity? • What current skills and expertise does your initiative rely on to sustain your initiative’s positive outcomes? • What current resources are necessary to sustain your SPF-PFS initiative? 	<p>Of the resources listed, which are insufficient?</p>
<p>Opportunities</p>	<p>Threats</p>
<ul style="list-style-type: none"> • Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes? • How will this increased internal capacity contribute to the sustainability of your SPF-PFS efforts? • Which skills and expertise are still needed to sustain positive outcomes? • How will these networks contribute to the sustainability of your agency, organization, coalition or community’s SPF-PFS efforts? 	<p>Of the resources listed, which are vulnerable?</p>

Please respond here. The table below will allow you to capture the four SWOT elements. If you are planning to sustain multiple items, you may want to include a separate SWOT table for each item.

Table 2. *SWOT Analysis of Operational Capacity*

Strengths	Weaknesses
<ul style="list-style-type: none"> • An Ohio Certified Prevention Consultant to provide guidance and assistance to NCT-CAN • Access to Tuscarawas County Anti-Drug Coalition resources, including financial • 12 sector representation vested in preventing youth substance use • Youth led prevention coordinator guiding Newcomerstown youth led prevention • Youth leaders from Newcomerstown youth led prevention are members of Tuscarawas County Youth Advisory Board 	<ul style="list-style-type: none"> • Healthcare representation lacking • Youth led coordinator does not attend NCT-CAN meetings
Opportunities	Threats
<ul style="list-style-type: none"> • Build capacity of new members in all 12 sectors • Secure local funding to support youth led prevention • Develop transportation solution for students to participate in county youth prevention opportunities and Youth Advisory Board meetings • Advocate for continued support from Ohio Certified Prevention staff that serve Tuscarawas County to include youth led prevention coordinator and youth leaders attending monthly meetings 	<ul style="list-style-type: none"> • Youth leaders without transportation to attend Tuscarawas County Youth Advisory Board • Inability to secure funding to support youth led prevention • Loss of youth led prevention coordinator

F. Reflection & Next Steps

From everything you have discussed about your plans, you will want to now reflect on how you are in a position to achieve what you plan to sustain and identify your key next steps.

1. In what ways do you believe your SPF-PFS initiative is positioned to achieve sustainability?
2. Overall, what potential obstacles could prevent you from achieving sustainability?
3. What is at least one key next step that you need to take with your sustainability plan?

In what ways do you believe your SPF initiative is positioned to achieve sustainability?

The SPF-PFS initiative is positioned to achieve sustainability because of our knowledge obtained through the SPF-PFS process. NCT-CAN and the Tuscarawas County ADC has received the tools, trainings, technical assistance, education, and resources needed to successfully use the SPF process to address community youth substance use. We have a strong community commitment to the prevention work that will be done through NCT-CAN and an established working relationship between NCT-CAN and the Tuscarawas County ADC. The Tuscarawas County ADC has also secured the Drug Free Communities grant, which will sustain a prevention professional to work with NCT-CAN and will offset the cost of NCT-CAN prevention programming.

Achievements of NCT-CAN

- Convened a 12-sector community representation with shared vision around preventing youth substance use.
- Learned how to conduct a community readiness assessment.
- Secured yearly data collection.
- Learned how to let data drive prevention work.
- Learned how to conduct a comprehensive needs assessment.
- Brought prevention resources to the Village of Newcomerstown.
- Launched youth-led prevention in NEVSD.
- Brought evidence-based school prevention education programming to NEVSD.
- Created a strategic plan map to address the problem of practice.
- Created strong relationships and community partners to target substance youth prevention.
- Used data for SPF-PFS to secure the Drug Free Communities grant for Tuscarawas County.
- Created a working structure to make NCT-CAN a satellite of the Tuscarawas County ADC.
- Trained members of NCT-CAN in best practices in prevention and utilizing the SPF.
- Equipped NCT-CAN members to invest in and offer in-kind services to support prevention efforts.
- Created a NCT-CAN brand and community presence as provider of substance use prevention resources.

Overall, what potential could prevent you from achieving sustainability?

Members of NCT-CAN feel that the only obstacle to sustainability will be related to funding. Limited funding can create barriers and limit the work of NCT-CAN but the members of NCT-CAN are committed to their prevention work and to using the tools and resources they have gained through the SPF-PFS grant initiative.

What is at least one key next step that you need to take with your sustainability plan?

The next step will be to share the sustainability plan with NCT-CAN members at a meeting that will be designed to celebrate the work accomplished through the SPF-PFS grant opportunity. This presentation will be given by coalition leadership and will display accomplishments. Videos created during grant will be shown, as well as photos capturing coalition efforts and products created through environmental media campaign. Focus will be on coalition accomplishments and will be used to empower members. Coalition members will also be challenged to continue their efforts using the skills and resources gained and to come together to address any weaknesses, challenges or threats that were identified.

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