

# Colorado Partners for Sustainable Change

## *Sustainability Workbook*

### Sixth in a six-part series

Part 1: Getting Started

Part 2: Needs Assessment

Part 3: Strategic Planning

Part 4: Implementation

Part 5: Evaluation

**Part 6: Sustainability**



## Sustainability

### What is sustainability?

Sustainability is a key component of any successful project. It is the continued, consistent implementation of effective prevention policies, strategies, and practices. Ideally sustainability is a part of any planning process or program from the very beginning, adaptable to changes in funding, leadership and community structure. “Ultimately, sustainability is about maintaining positive outcomes in communities” (CSAP Keys to Sustainability, PowerPoint 2009).

### Why plan for sustainability?

Change is a given in any work that we do. Over the years our funding will change, our community leaders will change and our needs will also change. Developing a sustainability plan early in the process is valuable because it:

1. Ensures longevity of your prevention efforts
2. Builds in flexibility and depth so that your work can endure change and growth
3. Is integral to many research-based processes, such as the Strategic Prevention Framework (SPF)
4. Is a valuable tool to share with funders and potential partners

## Using the Workbook

Each section of this Workbook is organized in the same format. You will see the following headings in each section:

**Actions:** Provides an overview of work to consider, or goals to obtain, when going through a needs assessment process.

**Tools:** These can be followed step by step or can be used as a standalone for a specific topic your existing coalition may need support in.

This workbook is developed from national resources including Community Anti-Drug Coalition of America (CADCA), Center for Applied Prevention Technology (CAPT) and Substance Abuse and Mental Health Services Administration (SAMHSA), and it assumes there are a coalition as well as a strategic plan in place.

A sustainability plan connects the ongoing strategies of the coalition with the different resources required to support the strategic plan above and beyond current funding. The strength and feasibility of a sustainability plan is directly tied to the active expansion of partners working to support the community plan and strategies. It is essential that there is involvement from coalition members along with coalition staff to make, create and follow through with a sustainability plan.



A sustainability plan, in essence, is an action plan and the development of this plan should include:

- Reflective thinking about the coalition's overall prevention strategy. A good sustainability plan should connect to a coalition's overall strategic plan. Coalitions should be clear about which of the six CSAP strategies they are using to promote prevention as they begin the sustainability process.
- Conducting a critical examination of the coalition's role and contributions as a collective body in leading the implementation of the strategic plan.
- Examining the individual contributions of members and the coordinator in furthering the goal and objectives outlined in the strategic plan.
- Assessing the progress achieved in the strategic plan compared with the original community vision.
- Supporting ongoing communication with community residents and other stakeholders to promote the accomplishments of the strategies and plan beyond SPF-SIG funding
- Evaluating the initial priorities based on community needs/opportunities to determine if modifications are required.

## Acknowledgements

"This document was prepared under Contract number IHM ADA0601085 with the Colorado Department of Human Services (CDHS) Division of Behavioral Health. The publication was made possible by Grant Number #6 U79 SP11181 from the HHS Center for Substance Abuse Prevention (CSAP), Substance Abuse and Mental Health Services Administration (SAMHSA)'s Strategic Prevention Framework State Incentive Cooperative Agreements Grant administered by the Community Prevention section of the CDHS Division of Behavioral Health. Its contents are solely the responsibility of the authors and do not necessarily represent the official views of the HHS Center for Substance Abuse Prevention (CSAP), Substance Abuse and Mental Health Services Administration (SAMHSA) or the CDHS Division of Behavioral Health."



## Workbook Sections

### **Strategy I: Identify What to Sustain**

Action:

1. Work with your coalition to develop agreement on what to sustain

Tools:

- Efforts and Resources Worksheet – to be completed by full coalition or sub committee
- Coalition Sustainability Checklist Worksheet– to be completed by your coalition members
- Qualitative Coalition Survey Worksheet – to be completed by your coalition members

### **Strategy II: Case Statements**

Action:

1. Write Case Statements for elements to be sustained

### **Strategy III: Funding and Resource Strategies**

Action:

1. Identify resources needed to sustain outcomes over time
2. Describe plans to provide or develop necessary resources
3. Describe plan for implementing new resource development strategies in the future

Tools:

- Resource Strategy Worksheets for elements to be sustained

### **Strategy IV: Action Planning**

Action:

1. Develop a clear action plan

Tools:

- Action Planning Worksheet

### **Strategy V: Identify Training and Technical Assistance Needs**

Action:

1. Identify training and technical assistance needs to execute this sustainability plan?

Tools:

- Training and TA Worksheet

4

***Strategic Planning: Sustainability Workbook***  
**Colorado Partners for Sustainable Change**



## Strategy I: Identify What to Sustain

### Actions in this Section

1. Work with your coalition to develop agreement on what to sustain. Use the Efforts and Resources Worksheet, Sustainability Checklist, and Coalition Surveys to gather consistent input from your members. Specifically answer the following questions:
  - What resources do we provide to the community?
  - What are the most critical resources we need to maintain to meet our outcomes?
  - Are we prepared to seek out other resource partners?
  - Are we prepared to put the time and energy needed into sustaining our efforts?
  - What are we really trying to sustain?

### Tools in this Section

- Efforts and Resources Worksheet – to be completed by full coalition or sub committee
- Coalition Sustainability Checklist Worksheet– to be completed by your coalition members
- Qualitative Coalition Survey Worksheet – to be completed by your coalition members

### Tips for Success:

- This is a great time to reflect on your successes as well as to recognize what has not been as successful as you might have hoped
- This process often illuminates efforts that are already partially self – sustaining and do not need much to be fully sustained
- Be willing to end programs, practices and policies that are not making progress or meeting the intended need



**EFFORTS and RESOURCES WORKSHEET**

Materials = 2 flip chart sheets, markers  
 Time = 30 minutes

**I. INTRODUCTION (5 min)**

As your coalition develops a plan for sustainability, it may be helpful to start by taking a look at your current situation: What you've been doing (implementation efforts), and how you've been doing it (resources).

This quick activity will allow you to take a look at this as a group so you can start your sustainability conversation from a place of shared understanding.

**II. ACTIVITY (15 min – Divide into 2 groups, one per chart)**

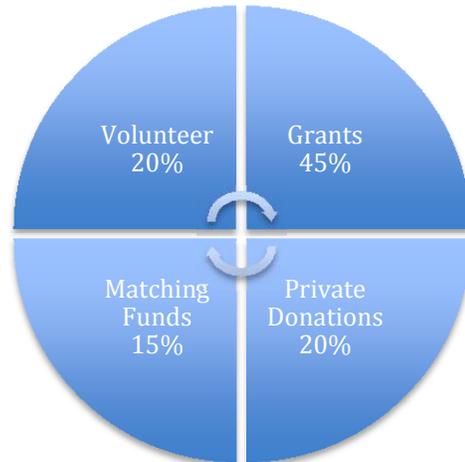
*Implementation Efforts*

- 1- Draw a big circle on a flipchart sheet.
- 2- This circle represents your implementation efforts. Divide the circle into pie pieces and label each piece to show where your implementation efforts are going.
- 3- Think about how much of your implementation is policy, prevention education, outreach and information dissemination, etc... If most of your implementation has focused on Prevention Education then that is shown as the largest piece of the pie. Feel free to write specific projects/programs into each pie piece as a way of noting all your work. For example:



## Resources

1. On a fresh sheet draw another big circle and do the same exercise, this time thinking about the resources you are using to accomplish your goals.
2. Again, if the biggest resource is paid staff, then that's the largest piece of the pie. Include resources such as volunteer/coalition member time, in-kind contributions, matching funds... For example:



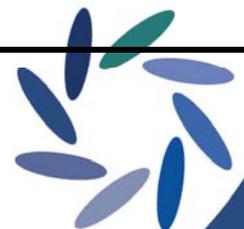
### III. DISCUSSION (10 min)

- 1- As you look at both these pie charts, what thoughts do you have about this coalition/project's "added value" to the community?
- 2- What shows up as your biggest implementation
- 3- Any surprises or "aha's" on either chart?
- 4- As you start discussing Sustainability, in what ways can this activity help inform your discussions and decisions?



CADCA’s Coalition Sustainability Checklist

| Yes!   | Sort of                  | No!                      | ????                     | Criteria  |
|--|--------------------------|--------------------------|--------------------------|---|
| <b>Element 1: Leaders take responsibility for their coalition’s success</b>                            |                          |                          |                          |   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Coalition leaders have been identified  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Coalition leaders are clear about their roles and responsibilities              |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Coalition leaders actively fill their roles and responsibilities                |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Training and recognition are provided to coalition leaders (and others)         |
| <b>Element 2: Involve community leaders, partner organizations, and a variety of community members</b> |                          |                          |                          |   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | New members are actively recruited  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition reaches out to community organizations on a regular basis         |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | New members are oriented and trained  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Champions have been identified and trained                                      |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Champions are used effectively  |
| <b>Element 3: Diversified funding from the start</b>   |                          |                          |                          |   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A long-term budget has been developed.  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | A long-term funding plan has been developed                                     |
|  |                          |                          |                          | The funding plan includes:  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Local fund raising  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Grant writing   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Professional fund development activities                                      |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Inclusion in organizational budgets   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Fees for Services   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Other   |
| <b>Element 4: Solid Infrastructure</b>   |                          |                          |                          |   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Job descriptions” for all roles created by the coalition are written            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Members agree on the expectations for active membership                         |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Objectives and authority of each committee/workgroup are established            |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Meetings held regularly   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Agenda is used – distributed before the meeting                                 |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Meeting kept on track/minutes recorded  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | E-mail lists, on-line groups, blogs keep information flowing                    |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Contact made with reporter/editor at your local papers                          |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Meeting minutes, agendas and other information available                        |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Responsibility for fiscal accounting, 501(c)(3) status, insurance etc. is clear |
| <b>Element 5: A clear focus on the coalition’s goals</b>   |                          |                          |                          |   |
|  |                          |                          |                          | The coalition has clear statements of:  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Vision  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Mission   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Specific goals and objectives   |



|                          |                          |                          |                          |  |
|--------------------------|--------------------------|--------------------------|--------------------------|--|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The Vision, Mission, goals and objectives are clearly communicated to: |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - All coalition members  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Community leaders  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Partner organizations  |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - The community  |



Coalition Sustainability Checklist – page 2

| Yes!   | Sort of                  | No!                      | ????                     | Criteria  |
|--|--------------------------|--------------------------|--------------------------|---|
| <b>Element 6: Address problems the community cares about and demonstrate results</b> |                          |                          |                          |   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The community is informed about substance abuse problems and issues     |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition has a process in place to monitor community priorities    |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The community is aware of what the coalition and its partners are doing |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition shares result / outcomes from the coalition and partners  |
| <b>Element 7: Comprehensive Coalition Planning</b>                                   |                          |                          |                          |   |
|  |                          |                          |                          | Specific action plans developed for:                                    |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Availability of short-term funding and resources                      |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Communications/marketing  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Evaluation and data collection  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Training and technical assistance                                     |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Fund raising  |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Administration and Operations   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Program/strategy implementation                                       |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | - Strategic planning process  |
| <b>Element 8: Ability to adapt to changing community needs</b>                       |                          |                          |                          |   |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition collects information to identify changes in the community |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition modifies strategies and procedures as needed              |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition actively seeks new partnerships                           |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Training/coaching is provided to coalition members                      |
| <input type="checkbox"/>   | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | The coalition seeks and receives technical assistance as needed         |

What three items need to be addressed first?

1.

2.

3.

What additional information is needed?



*Comments:*



## Qualitative Coalition Survey

1. What do you get out of the coalition/policy board that enhances your organization/work in the community?
2. What do you believe the coalition/policy board provides to our community as a whole?
3. What do you give to the coalition/policy board that enhances coalition/board functioning and effectiveness?
4. What else would you like to see the coalition/policy board doing to support or enhance your organization and/or the community?



## Strategy II: Case Statements

### Actions in this Section:

1. Write Case Statements for elements to be sustained. Describe the work of your coalition and include:

#### A. Rationale

- Explain why your coalition is needed
  - What is the coalition's unique role in the community?
  - In what ways is your coalition cost-effective?
  - What did the Qualitative Coalition Survey tell you about the added value of your coalition?
- Explain your prioritized short-list of elements to be sustained

#### B. Benefits/Harm of elements to be sustained

- Explain benefits to the coalition and its members and harm if benefits are lost/not achieved
- Explain how the coalition/policy board benefits the community and the harm if benefits are lost/not achieved

#### C. Involvement

- Describe who is involved and who will continue to be involved (i.e. staff, coalition/policy board members, volunteers, community stakeholders, etc.)

### Tips for Success:

- Some coalitions realize through this process that their work is complete and/or can be carried forward by a different collaborative effort. This is fine as long as the work is sustained
- The case statements, if written well, can be used as fundraising tools, inserted into grants and/or shared with the community



## Strategy III: Funding and Resource Strategies

### Actions in this Section

1. Identify what resources (hard cash, in-kind resources, human capital, etc) the coalition believes will be needed to sustain the outcomes overtime. This should include thinking about the coalition itself as well as specific strategies.
2. Describe how the coalition plans to provide or develop needed resources to fund the identified strategies. This should include how the coalition shares resources, how partners support the work, any fee for service or income through entrepreneurial activities.
3. Describe the coalition's plan for implementing new resource development strategies in the future.

### Tools

- Resource Strategy Worksheets for elements to be sustained

### Tips for Success:

- Staying realistic about money and human resources will increase your chances of successfully sustaining efforts
- Often current efforts and strategies do not need much in the way of funding but do need someone to take the lead on continuing to coordinate on a regular basis
- This is a good time to consider whether there is community readiness to support prevention through a tax initiative or other standing policy



**RESOURCE STRATEGIES WORKSHEET (CADCA, 2011)**

| What must be sustained?   | What resources are required?  | What strategies match the function and resource needs identified?  |
|---|---|--|
| <p><b><u>DESCRIPTION</u></b><br/>- What needs to be sustained?</p> <p><b><u>DESIRED OUTCOMES</u></b><br/>- What are the desired outcomes that will be achieved?</p> <p><b><u>ACTION STEPS</u></b><br/>- What actions need to be taken to achieve the outcomes?</p> <p><b><u>RATIONALE</u></b><br/>- Why is it needed?<br/>- Benefits of the coalition/community<br/>- Harm if lost/not achieved</p> <p><b><u>PARTNERS</u></b><br/>- What partners need to be involved?<br/>- What partners benefit?</p> | <p><b><u>Human</u></b><br/>Personnel<br/>Time<br/>Skills<br/>Experience<br/>Leadership<br/>Ideas</p> <p><b><u>Social</u></b><br/>Connections<br/>Relationships<br/>Agreements<br/>Social networks</p> <p><b><u>Material</u></b><br/>Supplies<br/>Office/Meeting Space<br/>Transportation<br/>Technology<br/>Communication<br/>Money</p> | <p><b><u>Share</u></b><br/>Asset Sharing<br/>In-Kind Contributions<br/>Leveraging Shared Positions</p> <p><b><u>Ask</u></b><br/>Grants<br/>Fundraisers<br/>Individual Donors<br/>United Way / Payroll Giving<br/>Endowed Funds / Planned Giving</p> <p><b><u>Charge</u></b><br/>Fee for Service<br/>Fine / Penalty Revenue to Prevention<br/>Line Item in Budget<br/>    City/County Prevention Budget<br/>    Other CBO/NPO's Budget<br/>Membership Dues<br/>Acquiring Tax Revenues</p> <p><b><u>Earn</u></b><br/>Entrepreneur Activity<br/>Business Plan<br/>Partial Ownership of For-Profit Enterprises</p> |

| RESOURCE STRATEGIES WORKSHEET (CADCA, 2011) |                              |   |
|---|------------------------------|---|
| What must be sustained?                     | What resources are required? | What strategies match the function and resource needs identified? |
| <u>Description</u>                          | <u>Human</u>                 | <u>Share</u>  |
| <u>Desired Outcomes</u>                     |                              | <u>Ask</u>  |
| <u>Action Steps</u>                         | <u>Social</u>                | <u>Charge</u>   |
| <u>Rationale</u>                            | <u>Material</u>              | <u>Earn</u>   |
| <u>Partners</u>                             |                              |   |

## Strategy IV: Action Planning

### Actions in this Section

1. Develop a clear action plan based on the outcomes from Strategies I-III
  - This plan can be included with and/or integrated into an existing strategic plan but should clearly address how efforts will be sustained
  - Whether using an existing plan or the worksheet below, include action steps, how these steps will be accomplished, who is responsible and a timeline for each step

### Tools in this Section

- Action Planning Worksheet

### Tips for Success:

- Regardless of where this action plan is created, just like the strategic plan, it should be viewed as a living document that will guide the day-to-day work as well as be changed as needed
- The action plan can be used a presentation tool to solicit new funding, gain support of stakeholders and to promote prevention as a community effort



Action Planning Worksheet (CADCA 2011)

| ACTION | HOW (Steps)? | BY WHOM? | BY WHEN? |
|--------|--------------|----------|----------|
|        |              |          |          |



## Strategy V: Identify Training and Technical Assistance Needs

### Actions in this Section

2. What types of training and technical assistance do you need to execute this sustainability plan? Do you need:
  - Leadership training?
  - Grant writing and fundraising workshops?
  - Training in internet technology and research?
  - Coalition development training?
  - Training in financial planning?
  - Facilitation of an annual retreat?
3. Identify:
  - Specific trainings and technical assistance you need over the next year
  - Resources of training and technical assistance available to your area
  - Who will participate
  - How it will be funded

### Tools in this Section

- Training and TA Worksheet

### Tips for Success:

- Communities that are planning for sustainability have often achieved a noteworthy level of sophistication in their prevention work. This means that training needs will also become more advanced and possibly more customized
- Keep in mind that learning and training is an ongoing component of any field and a significant part of sustainability



**Training and Technical Assistance Needs**

| <b>Training/TA Worksheet</b> |                           |                              |   |
|------------------------------|---------------------------|------------------------------|---|
| <b>Training/TA Needs</b>     | <b>Why this training?</b> | <b>Who will participate?</b> | <b>Resources (Funding and Trainers)</b> |
|                              |                           |                              |   |

