



Office for Victims of Crime

Enhancing Community Responses to the Opioid/America's Addiction Crisis:  
Serving Our Youngest Crime Victims

# SUSTAINABILITY TOOLKIT

---



*This resource was prepared and produced by JBS International, Inc., under Award No. 2019-V3-GX-K241 and 2020-V3-GX-K162, awarded by the Office for Victims of Crime, Office of Justice Programs, U.S. Department of Justice. The opinions, findings, and conclusions or recommendations expressed in this resource are those of the contributors and do not necessarily represent the official position or policies of the U.S. Department of Justice.*

# CONTENTS

<b>3</b>	<b>Overview of the Sustainability Planning Process</b>
4	<i>Planning Considerations</i>
4	<i>Sustainability Planning Process</i>
16	<b>In Summary...</b>
17	<b>Resources and References</b>
18	<b>APPENDIX A. Sample Sustainability Action Plan Format</b>
19	<i>Sustainability Action Plan Overview</i>
20	<i>Sustainability Priority Area #1</i>
21	<b>APPENDIX B. Sample Completed Sustainability Action Plan</b>
22	<i>Sustainability Action Plan Overview</i>
24	<i>Priority Areas, Goals, Objectives, and Activities</i>
27	<b>APPENDIX C: Gantt Chart</b>



# OVERVIEW OF THE SUSTAINABILITY PLANNING PROCESS

**Sustainability in health and human services is the ability of an organization and/or the community to maintain a program or specific services and their benefits and outcomes over time.**

The Office for Victims of Crime (OVC) grants for *Enhancing Community Response to America's Opioid/Addiction Crisis: Serving our Youngest Crime Victims* fund important services throughout the Nation to assist children, youth, and families who have been impacted by substance/opioid use disorders (SUDs/ODDs). During the 3-year grant funding period, grantees engage with families and community members to develop a strong community response to the opioid/addiction crisis. It is imperative that the important gains achieved for the children, youth, and families be sustained and that the communities work continue to support this target population.

Simply defined, sustainability is the capacity to maintain the essential features of the grant program's components and benefits into the future. Although sustainability includes adequate and continual funding, it also requires putting in place other resources to secure a stable base of support within the organization and community. For the OVC grantees, sustainability focuses on the continuation of the program components that provide critical services to children, youth, and families. Strengthening community awareness of the impact of substance use on the targeted population and orchestrating a broad community response to existing community issues is also part of the grantees' work. Sustainability planning must address the need to maintain advances in community collaboration and collective action.

However, before we begin a discussion on the discrete steps of sustainability planning, it is important to gain a general understanding of the planning process and considerations.

## **Important Points About Sustainability Planning:**

- Increases the probability that the efforts on behalf of children and families will have lasting impact
- Should be considered at the beginning and throughout the project period
- Requires working with the community and stakeholder groups, including children, youth, and families, to become active agents of the change (Sarriot et al., 2008)
- Includes efforts that go beyond a narrow focus on funding
- Incorporates interdependent components that reflect the complexity of health and human services programs
- Builds momentum to create and maintain change through the effective use of assets and collective work with community partners (U.S. Department of Health and Human Services, Office of Population Affairs, 2019)
- Is a multifaceted process, with a strong focus on program, organization and community, and policy and funding.

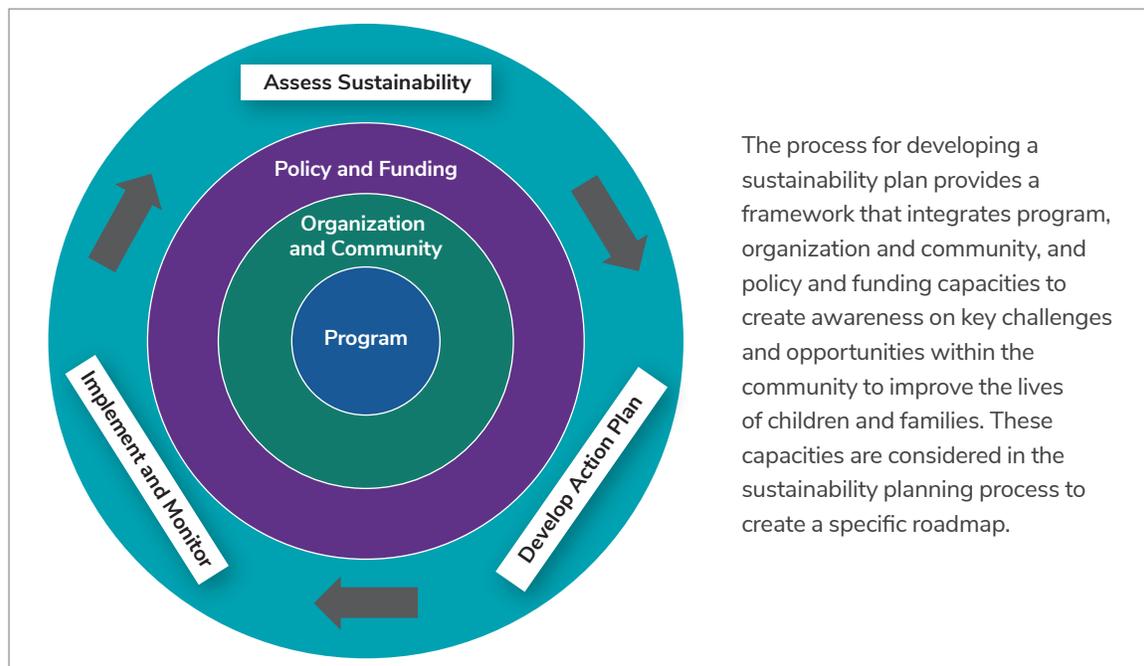
## Planning Considerations

Several factors related to program, organization, community, policy, and funding capacities should be considered as part of the planning process; efforts to achieve sustainability need to evaluate and incorporate these considerations. This builds momentum to create and maintain gains through the effective and strategic use of mutual assets and collective work of the partners.

**The chart below lists these considerations.**



## Sustainability Planning Process



## STEP 1: ASSEMBLING A PLANNING TEAM

Sustainability planning requires leadership and commitment. A designated *sustainability planning coordinator*, who can coordinate the planning process, should be identified. This can be a standalone position or a role for an existing position. The planning coordinator will organize a team of internal and external members and develop a workplan, with timelines and an outreach strategy, to ensure that the planning process is thorough and results in the desired outcome. Public outreach is important to provide transparency and inclusiveness in the process and should occur in the planning, implementation, and monitoring phases.

The size of the planning team can vary, but it is important to have representatives, both internal and external to the organization, who can make significant contributions to the planning process. Examples of valuable planning team members include representatives from the organization’s departments (e.g., executive leadership, finance, marketing, and programs); partners who have been part of the project; external subject matter experts (e.g., local universities, nonprofits, or consultants), who can contribute to specific parts of the plan; families served; and important systems partners, who can serve as champions, have a vested interest in the program, or have some ability to influence the commitment of resources. Members of the planning team need to be informed about the purpose of the team, the problem you are trying to solve, why a collaborative process and their contributions are important, and the scope of the planning process and their role. This information helps clarify expectations and influences the interest and commitment of the planning team members.

Roles of Participants		
Planning Coordinator	Planning Group	Stakeholder Groups/Public
<ul style="list-style-type: none"> <li>• Develop and manage the timeline</li> <li>• Organize planning team and meeting(s)</li> <li>• Facilitate meetings</li> <li>• Act as primary contact</li> <li>• Convene and facilitate public stakeholder focus group meetings to gather input</li> <li>• Manage writing and production of the sustainability plan</li> <li>• Coordinate implementation</li> <li>• Develop outreach strategy and manage the process</li> <li>• Monitor and report on progress</li> </ul>	<ul style="list-style-type: none"> <li>• Conduct the sustainability assessment</li> <li>• Assist with stakeholder groups/public</li> <li>• Gather and analyze data</li> <li>• Review assessment data</li> <li>• Provide input into development of the sustainability plan</li> <li>• Manage implementation of the plan</li> <li>• Be a champion for and communicate the plan</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in the sustainability assessment</li> <li>• Provide input on plan strategies and measures</li> <li>• Participate in planning/assessment meetings</li> <li>• Provide agency, system, personal, or community perspectives</li> </ul>

## STEP 2: CONDUCTING A SUSTAINABILITY ASSESSMENT

The purpose of the sustainability assessment is to evaluate aspects of the current program and services that are connected to and capable of informing a sustainability action plan. It considers the internal and external environments and collects data that will be used to develop the action plan. The planning team should develop a customized approach to the assessment to ensure that it focuses on the most useful and relevant program components.

Several different, formalized assessments are available, or the planning team can develop its own assessment. Whichever assessment is used, it should address an array of topics required

for sustainability. The planning considerations outlined above show the different areas to address in a meaningful assessment. The [Program Sustainability Assessment Tool \(PSAT\)](#) is widely used and addresses all the important considerations, which are called domains in the PSAT. Tools like the PSAT ask questions about key sustainability considerations and provide the opportunity for respondents to attribute a numerical score that is reflective of their program's performance in a given area.

Prior to beginning the assessment, the planning team should ensure that terminologies used in the assessment will be interpreted consistently by team members. For example, the assessment may use terms such as "leadership." Does "leadership" mean a certain level of responsibility in an organization? How does the team want the term "leadership" understood for the purpose of the assessment? It is recommended that, prior to the start of the assessment, the planning team meet to review the instruments and to be sure that the collected information will be meaningful to the organization, stakeholders, and broader community.

As part of the assessment process, feedback from a broad array of stakeholders who

understand the programs and services to be evaluated can provide valuable input to the process. Examples of possible participants include youth and families served, government officials, funders, providers, local experts, social services organizations, and other individuals from the community.

As with any broad-based stakeholder group, not all members will have the same experience and knowledge about specific domains as other stakeholders and may not feel comfortable answering all the questions in a domain. For example, youth and families served will not have the same degree of knowledge about funding stability as governmental stakeholders, but they have a unique perspective that others may not have in other domains. Therefore, some members of the assessment team may only be asked to complete certain domains that are relevant to them. This is understood by assessment developers and will not hamper the process or data collection. Many assessment tools, including the PSAT, allow participants to indicate that they cannot answer a question. This flexibility will not negatively affect the scores if there are enough participants completing the assessment who have sufficient, overall knowledge of the project to be able to address all the





- How do the grant activities coordinate with other parts of your organization? Are they a good fit?
- What actions do you need to take to strengthen your organizational capacity to sustain the grant activities?

## Environmental Supports

**Review environmental factors and the degree that they are or will contribute to your sustainability. Review the key areas and findings in your assessment, and discuss the following:**

- Who are the influential community, local, and state organizations or individuals that recognize the value of your program and will promote it to others? How have you engaged them with your grant-funded program components?
- What degree of public support do you have from other organizations in the geographical area served? Is there more that can be done to garner additional support?
- Do children, youth, and families served by your grant-funded program components support the program and recommend it to others? How have you engaged people with lived experience in promoting your grant activities in the community?
- How are you addressing local, state, and federal policy implications for your program?
- Are you aware and keeping abreast of any local or state legislative and/or policy initiatives that may influence children and youth's mental health and substance use treatment services and other services to support families impacted by SUDs?
- What federal policies and/or funding opportunities may be available to support this population?
- Are there likely to be increases or decreases in services provided through school, juvenile justice, child welfare, or Victims of Crime Act (VOCA) funds, etc.?
- What is the level of community awareness of the impact of OUDs/SUDs on children, youth, and families? Do you need to take additional actions to increase the awareness, empathy, and understanding in the community?
- What is the impact of stigma, and how has stigma affected your ability to reach and serve these OUD/SUD-impacted children, youth, and families? What actions can you take to address this?

## Partnerships

**Discuss public- and private-sector partners, and think about some of the issues below:**

- Who are your partners who can participate in sustainability planning?
- Do you have meaningful and robust partnerships that will likely strengthen and sustain over time?
- Do your partners share your vision and commitment to the activities covered under the grant and to addressing the needs of the targeted children and families?
- How are the community members aware of your program? Are they involved with the program design and desired outcomes? Are they fully committed to the success of the program?
- How are your agency staff and partners working together to effectively promote services and to meet the needs of children and families?
- How will your partners promote awareness of the issues, secure support, and bring resources toward sustainability of the grant activities? Is there more that your agency could be doing in this area?

- Are the right people at the table? Consider including partners and stakeholders who have been impacted directly and indirectly by substance use, such as those listed in the text box below.

### POSSIBLE COMMUNITY/STAKEHOLDER PARTNERS

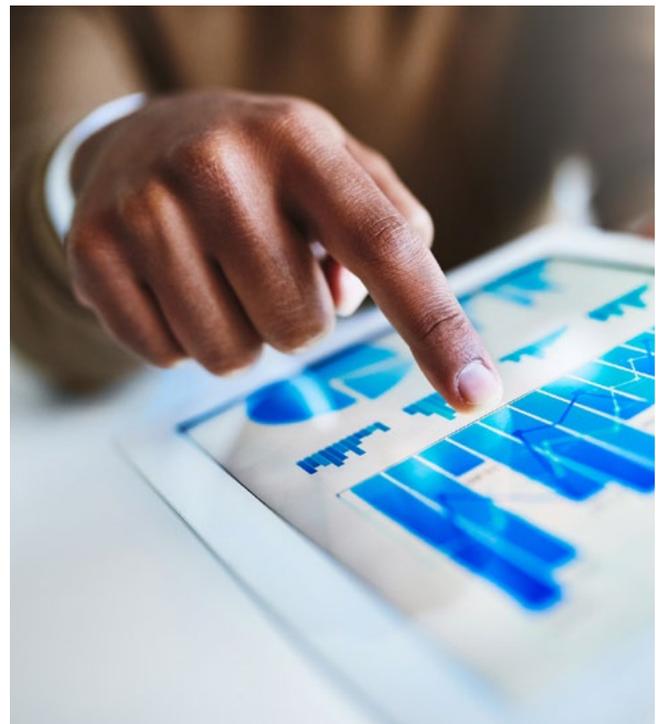
- People with lived experience, including parents who have used drugs and alcohol and those in recovery
- Youth from families impacted by substance use
- First responders, such as law enforcement and Emergency Medical Services
- Community- and faith-based organizations
- State agencies (e.g., behavioral health, juvenile justice, child welfare, public health, housing, and education)
- Health care providers (both physical and behavioral health), including Federally Qualified Health Centers, public health, hospitals, and rural health centers
- Professional associations
- Child and family advocates, Guardians ad Litem, Court Appointed Special Advocates, Children's Advocacy Centers, and other advocates with similar roles
- If American Indian/Alaska Native people are served, Tribal representatives, including elders and those representing non-Western traditional healers
- People representing racial and ethnic minorities in the community who are impacted by the issues addressed by your program

- Who is missing in your collaboration efforts? Who is not at the table who is concerned and engaged with this population? How can you reach out and include them in the work?
- Are there partners available that are willing to participate in planning and implementing your sustainability plan?
- Who are the partners that can make current and future policy and funding decisions? How can you work closely with them now to encourage support in the future?

### Program Evaluation

**Review your program evaluation capabilities with your team. How are you evaluating your program to inform planning and to document results?**

- To what degree have you identified the outcomes and program data (both quantitative and qualitative) that are most important to your key stakeholders and partners? Have you been able to collect that information? Why or why not?
- What clinical and functional outcomes are you measuring? What are the data telling you about the children, youth, and families that you are serving and the benefits of your program?
- What types of data have you identified or cultivated that measure your success in addressing the community issues associated with children, youth, and families impacted by substance/opioid use? How are your agency staff and partners able to measure the impact of the grant on those served and on the community?



- How are you sharing information and data with your stakeholders, partners, and community members to demonstrate your success and to gain support for sustainability?
- How are you sharing data to influence potential funders?
- What other data (both quantitative and qualitative) could you collect to strengthen recognition of the importance and impact of your program?

### Program Adaptation

***Discuss with your team how you have taken action to adapt your program to ensure ongoing effectiveness or how you will be ready to make changes, as necessary.***

- How do your measurement strategies allow for continuous improvement?
- How are you staying abreast of changes in the evidence-based and research findings related to services for your population?
- How do you continually determine if your services are meeting community needs?
- How are you periodically completing environmental scans to determine important changes in the environment?
- Are you able to identify gaps in community services and to work with the stakeholders and partners to address those gaps?
- How flexible is your organization? Are you able to effectively anticipate and adjust to change?
- Do you need to make changes to be able to adapt better to new information and situations?

### Communication

***Discuss your communication strategy with your team. Consider the questions listed below.***

- Have you defined what you plan to accomplish through your communication strategy?
- How does your communication strategy increase the community's understanding of the need for services for children, youth, and families impacted by SUDs/ODDs and create community awareness of the issue?
- What messages do you have that promote the grant program components and demonstrate their value to the public? Are you sharing what is necessary to sustain your grant activities?
- How are you using strategic communication with stakeholders and possible funders to show how your program activities are tied to the stakeholders and funders' mission and goals? Are you able to demonstrate why your success is important to their goals and objectives?
- How are you effectively reaching out to your community? Are you working with multiple stakeholders, including faith-based and grassroots organizations, educational institutions, neighborhood groups, local schools, criminal justice programs, law enforcement, and others? To what other groups should you be reaching out?
- How are you using multiple methods to reach community members (e.g., social media; local newspapers; radio and television; and agency-initiated communication, such as newsletters)?
- Do your outreach efforts result in the type and volume of referrals to, and interest in, the grant program components? Do you need to make adjustments?
- What can you do to enhance your communication strategy to increase the likelihood that you will be able to sustain your program?



## Funding Stability

**Review potential funding sources with your team to establish a consistent financial base for your grant activities.**

- What is the current economic climate for supporting health and human services programs in general and, specifically, this program and the targeted population(s) served?
- Does your organization have the funds to sustain all or portions of your grant-funded components?
- What is the potential to fund the grant activities through multiple funding sources?
- Which partners can bring resources to the table, and how can they be leveraged to sustain program components and outcomes?
- What are the actions that you need to take now to increase the likelihood of future funding?
- What are other funding possibilities you should consider?

## Strategic Planning

**Discuss with your team how your organization has used various processes and methods to set program direction, goals, and strategies.**

- Does your organization do strategic planning to support operations and ongoing fiscal solvency?

## POSSIBLE FUNDING OPTIONS TO REVIEW

**What funding mechanisms support similar activities in your state?**

- Other funders of grants (e.g., the [Substance Abuse and Mental Health Services Administration](#), [Office of Juvenile Justice and Delinquency Prevention](#), and [OVC](#)) and other grant opportunities
- State agencies (e.g., behavioral health, child welfare, and juvenile justice) or state allocations for VOCA funds. What actions can you take to be better positioned to receive these funds?
- Medicaid, Medicare, or commercial insurance for the treatment and support services covered in the grant. If not a Medicaid/Medicare provider, what actions can you take to ensure that you are eligible to bill these services at the end of the grant? If not possible, are there other organizations in your community that are billing these services? Will it be possible to shift the provision of these services to other organizations later in the grant cycle?
- Community, state, or national foundations that may fund your services or support your multidisciplinary work in the future. How can you begin to work with them now to increase the potential for funding later? Some examples include [GrantStation](#), [Foundation Directory Online](#), and [Instrument](#). (Note: Some sources require registration or a fee to access.)

- How does your organization routinely plan to meet future goals, financial needs, operations, and growth?
- Does your planning process include a shared vision for the sustainability of the grant activities? Is this vision shared with others?
- How will (or can) the sustainability plan for your grant-funded program components be integrated within the organization's planning process?

## STEP 4: SUMMARIZING AND PRIORITIZING YOUR FINDINGS

After you have completed the sustainability assessment and discussion of the considerations, carefully analyze your strengths, challenges, and opportunities. Information

gathered in your assessment process is used to decide what should be sustained. Your team should now tackle prioritizing the areas that you wish to sustain. The results of the sustainability assessment, program data, and other community data should be considered when determining priorities. Prioritizing areas is not always easy, and there may need to be much discussion to arrive at agreement.

As with any plan, always start with areas of strength. Sometimes tough decisions must be made, as some components may not be sustainable in their current form. A review of your program data (both quantitative and qualitative) will help inform decision making. Also ask, which partners can bring resources to the table, and how can they be leveraged to sustain program components and outcomes? What are the actions that you need to take now to increase the likelihood of future funding? The text box below includes several points to consider when determining your priorities.

After completing your review, list the priority grant-funded program components that you want to sustain. These will be included in the sustainability action plan.

## STEP 5: DEVELOPING THE SUSTAINABILITY ACTION PLAN

The sustainability action plan allows you to establish a shared vision for sustainability and outlines the goals, objectives, and strategies that will make the vision a reality. The plan also specifies these goals by priority area and includes necessary details for successful execution. It must clearly articulate the objectives, activities, responsible individuals and agencies, and time frames for completing activities for each of the goals.

Sustainability action planning is similar to other action planning, and there are a number of formats that you can use to create your plan, which are available on the Internet. [Appendix A](#) includes a sample plan format, and [Appendix B](#) includes a completed plan. It might be helpful to refer to the sample plan as you read through the next sections.

At this point in your planning, it is helpful to prepare an overview of the current status of the planning process. Below is a list of the recommended components of your overview. This information is also included in Appendices A and B.

### QUESTIONS TO CONSIDER – DETERMINING PRIORITIES

- What is the probability that you will be able to sustain the program as it is currently structured?
- Do the grant activities meet the needs of children, youth, and families impacted by OUDs/SUDs? Is there a demand for the services?
- What are the grant activities that provide the greatest benefit to children, youth, and families in the community?
- What are the program components that have the greatest impact on the community's collective ability to address the needs of children, youth, and families impacted by OUDs/SUDs? Can these be considered niche services?
- Have you been able to demonstrate the positive impact that you are having on the target population?
- What components of your program do you **want** to sustain? What components **must be** sustained?
- Ask yourself: If you had a big cut in funding, what core activities would you try to save?
- Are there resources within your organization to sustain all or some of the grant-funded program components?
- If your department in the organization is not best suited to sustain some of the grant-funded program components, are there opportunities to integrate those components into another department or program within your organization? What do you need to do to prepare for this transition?
- Are there better financing/sustainability options if another organization adopted components of the grant? If yes, what do you need to do to prepare for this transition?

## VISION STATEMENT

- What is the vision that you have for your program's sustainability?
- What will the grant-funded program components look like in the future?

## BACKGROUND

- Where in the organization are the grant-funded program components housed?
- Briefly describe the current status of the grant-funded program components.
- What are the current funding sources for the program components?

## TARGET POPULATION AND LOCATION

Describe the:

- Current target population of your *grant-funded* program components
- Geographic location targeted by your *grant-funded* program components
- Target population for your *sustained* program components
- Geographic location targeted by your *sustained* program components

## ASSESSMENT RESULTS

- Summarize your strengths, challenges, and opportunities.
- List your priority areas.

## LONG-TERM OUTCOMES

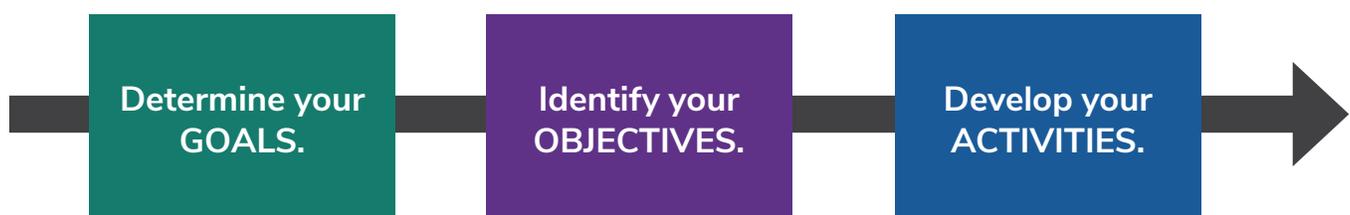
- List the long-term outcomes for your sustainability plan.

After completing the overview, the planning team will complete the action plan. It is recommended that the team meet to complete the action plan in one or more planning sessions. It may have to reach out to other members of the organization or to other partners for consultation as it completes the plan. The action plan has three basic steps, as shown below. Appendix B provides examples for each of these steps.

### Determine your goals.

Before you begin to formally write the action plan, it is recommended that you and your team have a broad and open discussion of what you want to achieve. Review your priorities. Brainstorm different ideas and approaches until your team feels comfortable that it has identified what it wants to achieve in each priority area.

After a full discussion, next, develop your goals to address each priority area. When setting goals, think broadly. The goal statement should address your long-term desired result. It is not necessary to have goals for every sustainability domain. One goal may include elements from one or more of the sustainability domain assessment results. Goals should be believable, attainable, tangible, and acceptable. If you are working with partners on goals, they should also present a win-win situation for the partners. The goals should be recorded on the plan.



## Identify your objectives.

You should have at least one objective for each of your goals. The objective is a statement of what needs to be done to achieve the desired goals. The objectives should be clear and show the key measurable steps necessary to achieve the goals. To assist in setting actionable objectives, consider using the SMART (Specific, Measurable, Attainable, Relevant/Realistic, Time-based/bound) format for your objectives.

## Develop your activities to achieve your objectives.

The next step in the completion of the action plan is to determine specific activities that outline concrete actions to complete each objective. As you identify your activities, you must show who is responsible, how you will measure the results/deliverables, and the timeline for completing the activity. This section of your action plan provides the detailed directions and sets the accountability for completion of the sustainability plan. As you develop your activities, you may want to note the resources that will be required in both staff time and actual expenditures.

Once the sustainability action plan has been developed, the planning team will need to establish strategies to communicate it to targeted audiences. Community outreach is essential to create broad support of and commitment to the plan. It is recommended that the results of the plan be shared through a community meeting with those who participated in the sustainability assessment and other interested parties to show recognition and appreciation for the time and commitment contributed by the assessment participants. A community discussion also can help establish community support for sustainability of the programs and services and for execution of the plan. Posting on websites and through social media can also ensure broad distribution of the plan.

## STEP 6: EXECUTING YOUR SUSTAINABILITY ACTION PLAN

After the planning team has worked on creating the plan, the team must ensure that the plan gets implemented. Too many well-developed plans have ended up “on the shelf” because the execution strategies were not explicitly designed and completed. The



responsibilities and strategies for implementation must be clearly defined. The complexity of the action plan will dictate the level of complexity required in coordination of the plan. A simple plan with a few goals will not require extensive coordination, while a plan with multiple, interdependent components will require significant effort to coordinate.

Regardless of the complexity, the sustainability project coordinator or another designated individual will need to guide the implementation. All the participating and responsible parties should be identified prior to implementation. These parties include individuals and organizations that are directly responsible for the implementation of objectives and activities, as well as supporting partners. A kick-off meeting may be helpful to review the action plan with responsible and participating members to ensure that everyone is clear about their role.

In most dynamic action plans, there is an interdependency between goals and objectives. In some cases, goals must be done sequentially, and, at other times, they can be completed concurrently. The need to execute at certain times and to coordinate dependent actions should be articulated at the beginning of execution. The use of a timeline or a simple Gantt chart can help the team see the different steps and when they need to be completed. Appendix C provides a sample Gantt chart to demonstrate how it might be used to coordinate activities. Once everyone is clear on their roles and timelines, execution may begin.

The project coordinator or designated individual must be clear on the project budget and remain within the financial limitations. It will be the responsibility of that individual to oversee implementation of the plan on an ongoing basis.

## **STEP 7: MONITORING PROGRESS AND UPDATING THE PLAN**

Once implementation of the plan is underway, a process for periodic review needs to be established. This review could be monthly or quarterly, depending on how quickly the need for a sustainability approach is needed. The program coordinator is responsible for the monitoring process and for updating the plan, which should be done with the assistance of members of the planning team and other appropriate parties. The sustainability action plan is a fluid and dynamic document and will include many activities. Monitoring provides information about progress in meeting goals and objectives, as well as in identifying areas where the plan needs to be changed or further coordination is required. Over time, internal and external environments change, and adaptation may be required to accommodate these changes if the plan is to be successful. For example, a reduction in existing funding sources or the availability of new funding may impact how program components are supported. In this case, adaptations to the plan may be needed.

Review of progress can be completed in a meeting or through other methods where the project coordinator provides updates to all necessary parties. The continued viability of the plan should be considered throughout the process. Below are some of the questions that the team should review as part of monitoring.

- Do the goals still represent our priorities?
- Have any new opportunities or challenges become evident?
- Do the objectives still seem relevant and appropriate for achieving the goals?
- How are we doing in implementing our activities? Has our organization obtained the desired results? Are the results moving our agency toward the achievement of the objectives?
- Is there a need for changes or adjustments?

Information from monitoring activities needs to be shared with the planning team and others to provide transparency and inclusiveness in the process. Significant changes to the action plan should be shared with the community members, as described in the original outreach and distribution plan.

In addition to monitoring the progress and accomplishment of activities in the sustainability action plan, monitoring of the entire sustainability planning process should also occur, given that the entire process may occur over many months. To assist with monitoring the overall process (as opposed to monitoring the activities of the sustainability plan), the graphic on the right shows a brief, visual representation of the major milestones of action planning to provide a quick, point-in-time view of the status of the process and to keep the process on track.



[https://www.hud.gov/sites/documents/20399\\_ICLEI\\_SUSTAINABIL.PDF](https://www.hud.gov/sites/documents/20399_ICLEI_SUSTAINABIL.PDF)

## IN SUMMARY...

Most grants are time limited and funded to address a specific need or gap in community services. Many programs struggle with sustainability, and programs that do not address sustainability throughout all phases of their project may face shutting down after the grant period ends, losing the hard-won improvements and outcomes generated during the grant-funded period. Addressing sustainability early in the grant-funded period, using a systematic and concrete approach, significantly contributes to the successful continuation of important programs and services.



# RESOURCES AND REFERENCES

Butterfoss, F. D. (2007). *Coalitions and partnerships in community health*. John Wiley & Sons.

Calhoun, A., Mainor, A., Moreland-Russell, S., Maier, R. C., Brossart, L., & Luke, D. A. (2014). Peer reviewed: Using the Program Sustainability Assessment Tool to assess and plan for sustainability. *Preventing Chronic Disease, 11*, E11. <http://dx.doi.org/10.5888/pcd11.130185>

Center for Public Health Systems, Brown School at Washington University. (2021). *Program Sustainability Assessment Tool*. <https://www.sustaintool.org/psat/>

Ewing, J., & Knapp, D. (2012). *Sustainability planning toolkit: A comprehensive guide for local governments on how to create a sustainability plan*. ICLEI-Local Governments for Sustainability USA, in collaboration with City of New York's Mayor's Office of Long-Term Planning and Sustainability. <https://www.amazon.com/Sustainability-Planning-Toolkit-Comprehensive-Governments/dp/1475102127>

The Finance Project. (n.d.). *Sustainability planning workbook. Building for the future* [Brochure]. [http://s3.amazonaws.com/uww.assets/site/out\\_of\\_school\\_time/OST\\_Sustainability\\_workbook\\_brochure\\_finance\\_project.pdf](http://s3.amazonaws.com/uww.assets/site/out_of_school_time/OST_Sustainability_workbook_brochure_finance_project.pdf)

JBS International, & National Academy for State Health Policy. (2019, April). *Guidance on sustainability plans for Health Resources and Services Administration Rural Communities Opioid Response Program-Planning grantees*. U.S. Department of Health and Human Services, Health Resources and Services Administration

Luke, D. A., Calhoun, A., Robichaux, C. B., Elliott, M. B., & Moreland-Russell, S. (2014). Peer reviewed: The Program Sustainability Assessment Tool: A new instrument for public health programs. *Preventing Chronic Disease, 11*, E12. <http://dx.doi.org/10.5888/pcd11.130184>

Merrihew, M. (2017, August 4). The importance of setting SMART goals [Blog]. *Hydrate*. <https://www.hydratemarketing.com/blog/the-importance-of-setting-smart-goals>

Sarriot, E. G., Ricca, J., Yourkavitch, J., & Ryan, L. (2008). *Taking the long view: a practical guide to sustainability planning and measurement in community-oriented health programming*. Macro International Inc. [http://cedarscenter.com/resources/Taking\\_the\\_Long\\_View\\_A\\_Project\\_Manager%E2%80%99s\\_Sustainability\\_Manual.pdf](http://cedarscenter.com/resources/Taking_the_Long_View_A_Project_Manager%E2%80%99s_Sustainability_Manual.pdf)

Schell, S. F., Luke, D. A., Schooley, M. W., Elliott, M. B., Herbers, S. H., Mueller, N. B., & Bungler, A. C. (2013). Public health program capacity for sustainability: a new framework. *Implementation Science, 8*(1), 1–9. <https://dx.doi.org/10.1186%2F1748-5908-8-15>

Summer Learning Toolkit: Evidence-based Tools and Guidance for Delivering Effective Programs. The Wallace Foundation. <https://www.wallacefoundation.org/knowledge-center/summer-learning/toolkit/pages/default.aspx>

U.S. Department of Health and Human Services, Office of Population Affairs. (2019 revised). *Resource guide for building sustainable programs*. <https://opa.hhs.gov/sites/default/files/2021-01/sustainability-guide-revised-2019.pdf>

# APPENDIX A. Sample Sustainability Action Plan Format

## Sustainability Action Plan

Grantee Organization		
Grant Number		
Address		
Sustainability Planning Team Lead	Name:	
	Title:	
	Phone number:	
	Email address:	
Sustainability Planning Team Members		

## Sustainability Action Plan Overview

**Vision Statement:** Describe the final, long-term goal or vision of the plan.

**Background:** Briefly summarize the history, current status, and funding sources of the grant activities to be sustained.

**Target Population and Target Location:** Describe the current population and target geographic location in your grant and the target population and geographic location addressed by the program that will be sustained.

**Assessment Summary:** Summarize the program's strengths, challenges, and opportunities that were identified in your assessment. Identify the grant activities that you wish to sustain.

**Long-Term Outcome(s):** State long-term results that you want to see for the individuals served and for the community.

# Sustainability Priority Area #1:

Sustainability Priority Area Goal:

Objective 1.1:				
Activities	Person Responsible/ Partner	Expected Results/ Deliverables	Progress Notes	Deadline
Activity 1.1.1:				
Activity 1.1.2:				
Activity 1.1.3:				
Activity 1.1.4:				
Resources needed to complete the objective:				

Objective 1.2:				
Activities	Person Responsible/ Partner	Expected Results/ Deliverables	Progress Notes	Deadline
Activity 1.2.1:				
Activity 1.2.2:				
Activity 1.2.3:				
Activity 1.2.4:				
Resources needed to complete objective:				

Objective 1.3:				
Activities	Person Responsible/ Partner	Expected Results/ Deliverables	Progress Notes	Deadline
Activity 1.3.1:				
Activity 1.3.2:				
Activity 1.3.3:				
Activity 1.3.4:				
Resources needed to complete the objective:				

# APPENDIX B. Sample Completed Sustainability Action Plan

## Sustainability Action Plan

<b>Grantee Organization</b>	Well-Being Health Care Center	
<b>Grant Number</b>		
<b>Address</b>	1415 Maple Drive, Good Town, IN 12345	
<b>Sustainability Team Lead</b>	<b>Name:</b>	Carrie Smith
	<b>Title:</b>	Project Coordinator
	<b>Phone number:</b>	
	<b>Email address:</b>	
<b>Sustainability Team Members</b>	Carrie Smith, Director of County Behavioral Health, Planning Team Lead	
	John Jones, Community Liaison, Federally Qualified Health Center	
	Mark Goff, Good Town General Hospital, Behavioral Health Department	
	Janet Marcus, County School Social Worker	
	Stu Macomb, Good Town Police Department Victims Advocate	
	Abby Jackson, Member of the Persons With Lived Experience Recovery Organization – Parent	
	Ken Duling, Good Town Coalition for Persons With Substance Use/Opioid Disorders	
	Jack Adkins, Community Development, Office of the Mayor	
	David Justice, Family Resource Center	
	April Salyers, Department of Health and Human Resources	
	Bradley Scott, Well-Being Health Care Center – Marketing and Communications Director	
	Matthew Ortega, University of Alltown, Center for Excellence in Addictions Treatment and Recovery	

## Sustainability Action Plan Overview

**Vision Statement:** Describe the vision of the plan.

*Children, youth, and families impacted by substance/opioid use disorders (SUDs/ODDs) are in recovery.*

**Background:** Briefly summarize the history, current status, and funding sources of the grant activities to be sustained.

*Well-Being Community Health Center (Health Center) is a mid-size organization that provides a full range of services for persons with mental health and substance use disorders, serving persons from birth through adulthood. The organization is affiliated with the local Federally Qualified Health Center, which provides primary care for its patients. The grant provides trauma-specific counseling services and case management to children, youth, and families impacted by SUDs/ODDs. The grant activities also include increasing community awareness of the needs of the population and working in collaboration with multiple organizations to address gaps in service delivery. The funding source for the grant is OVC's 2019 Enhancing Community Response to the Opioid Crisis: Serving Our Youngest Crime Victims.*

**Target Population and Target Location:** Describe the current population and target geographic location in your grant and the target population and geographic location addressed by the program that will be sustained through your sustainability plan.

*The target population for the services and activities that will be sustained through this plan will remain as the targeted population for the grant. The geographic location will remain Good Town, IN.*

**Assessment Summary:** Summarize the program's strengths, challenges, and opportunities that were identified in your assessment. Identify the grant activities that you wish to sustain.

*The grant is a good fit with the organization, offering expanded trauma-specific treatment and case management to children, youth, and families impacted by SUDs/ODDs. The Health Center has been working with the Indiana Medicaid Department and will soon be credentialed to provide the trauma-specific treatment services that were initiated through the OVC grant project. The cost of the case management services will be absorbed by the Health Center through other funding options.*

*One of the goals of the grant is to increase the community's awareness and capacity to address the needs of the target population. Through the grant, the Health Center started a community coalition with the intention of working with that group to create a community plan to address gaps in services. The coalition is led by the project coordinator, and the coalition activities are solely funded by the grant. The sustainability assessment found that the coalition did not meet all its goals.*

*A needs assessment was completed. However, the community plan is not completed, and members' attendance at coalition meetings has been inconsistent. The sustainability team thinks that there are too many coalitions operating in the town/county. There is the Good Town Coalition for Persons With SUD/ODUs, and the hospital chairs the Community Coalition for Pregnant and Postpartum Women With SUDs and Infants with Neonatal Abstinence Syndrome.*

*The sustainability team recognizes that awareness and addressing the gaps in services is critical and that there is currently no known, possible, future grant funding for the coalition. The first priority for the sustainability action plan is to enhance the community's awareness of the needs for children, youth, and families impacted by SUD/ODUs and of the need for a comprehensive array of services for impacted youth and families.*

**Long-Term Outcome(s):** State long-term results that you want to see for the individuals served and for the community.

*Children, youth, and families will have access to appropriate services and will show both improved clinical and functional outcomes.*

# Priority Areas, Goals, Objectives, and Activities

## SUSTAINABILITY PRIORITY AREA #1

Sustainability Priority Area Goal:

**Goal 1:** Ensure that a multidisciplinary community effort is available to provide comprehensive services for children, youth, and families impacted by SUD/ODUs.

**Objective 1.1:** By September 30, 2021, a semi-structured interview (SSI) will be completed with at least 15 partners concerned about the well-being of the target population to determine their ideas for a long-term, multidisciplinary approach to address the gaps in services.

Activities	Person Responsible/ Partner	Expected Results/ Deliverables	Progress Notes	Deadline
<b>Activity 1.1.1:</b> Establish a small planning team with representatives from the FQHC and community	Carrie Smith, Well-Being Health Center (Lead)	Established team of representatives from the community and the lead organizations committed to review the findings and to make recommendations		July 1, 2021
<b>Activity 1.1.2:</b> Identify the organizations and providers involved with services to the target population	Carrie Smith John Jones Planning Team	List of partners, with a description of their involvement with the targeted population		July 1, 2021
<b>Activity 1.1.3:</b> Review the findings of the previous needs assessment to better understand the gaps in services and to summarize the needs	Carrie Smith David Justice Planning Team	Identification of gaps in services and organizations that provide or could provide those services		July 15, 2021
<b>Activity 1.1.4:</b> Create an SSI guide	Carrie Smith John Jones Matthew Ortega	SSI guide designed to collect information on perspectives as to how a coalition will address the needs of children, youth, and families impacted by SUDs/ODUs		August 1, 2021
<b>Activity 1.1.5:</b> Finalize the list of persons to be interviewed, schedule the interviews, and conduct them	Carrie Smith Jack Adkins John Jones David Justice Abby Jackson Ken Duling April Salyers	Completion of at least 15 interviews		September 15, 2021

<p><b>Activity 1.1.6:</b> Summarize the findings of the interviews and share with the leadership of the Health Center, FQHC, and other selected community members</p>	<p>Carrie Smith Matthew Ortega Susan Aldridge, (Health Center Data Analytics) Bradley Scott</p>	<p>Summary of the interviews and preliminary set of recommendations for leadership</p>		<p>September 30, 2021</p>
---	---	--	--	---------------------------

**Resources needed to complete the objective:** Time from staff and from the interviewees

**Objective 1.2:** By November 30, 2021, recommendations will be completed on the organizational aspects of a coalition, and the recommendations will be shared with leadership for a final decision.

Activities	Person Responsible/ Partner	Expected Results/ Deliverables	Progress Notes	Deadline
<p><b>Activity 1.2.1:</b> Based on the summary of the interviews, determine the different options for organizational approaches for a coalition and the pros and cons of each option</p>	<p>Carrie Smith Planning Team</p>	<p>Written document that summarizes the findings and provides an analysis of the options for a coalition to represent the needs of the target population</p>		<p>October 30, 2021</p>
<p><b>Activity 1.2.2:</b> Determine the resources needed to support the recommendations and ensure that they are available</p>	<p>Carrie Smith Planning Team</p>	<p>Summary of the resources available to support the work of the coalition.</p>		<p>November 15, 2021,</p>
<p><b>Activity 1.2.3:</b> Obtain feedback from the sustainability planning team regarding the recommendations</p>	<p>Matthew Ortega Susan Aldridge</p>	<p>Feedback obtained from representatives of the sustainability planning team and other stakeholders, as appropriate</p>		<p>November 15, 2021</p>
<p><b>Activity 1.2.4:</b> Modify the recommendations and present the final plan to the sustainability team</p>	<p>Carrie Smith Planning Team</p>	<p>Modified plan and presentation of final plan to the sustainability planning team</p>		<p>November 30, 2021</p>

**Resources needed to complete objective:** Time of Carrie Smith and John Jones, community members, and sustainability planning team; if an in-person meeting is required, travel costs for the team members may need to be covered.

**Objective 1.3:** By March 1, 2022, a coalition representing the needs of children, youth, and families impacted by SUDs will be operational.

Activities	Person Responsible/ Partner	Expected Results/ Deliverables	Progress Notes	Deadline
<b>Activity 1.3.1:</b> Determine the members or new members of the coalition	Carrie Smith Planning Team	List of membership that is inclusive of partners and stakeholders supporting target population; depending on the recommendations the membership will likely be either for a new coalition or for a subcommittee of an established coalition.		January 30, 2022
<b>Activity 1.3.2:</b> Obtain commitment from new members and/or existing members to be part of the coalition or subcommittee	Carrie Smith Jack Adkins	Completed membership		February 15, 2022
<b>Activity 1.3.3:</b> Establish leadership for the coalition or subcommittee	Planning Team	Leadership established		February 28, 2022
<b>Activity 1.3.4:</b> Create the mission statement and charter for the coalition or subcommittee	Carrie Smith Planning Team	Completed mission statement and charter		March 1, 2022

Updated May 20, 2021

