***Email correspondence associated with guidance doc:***

*Dear Grantees,*

*As we move through the last year of the CCPD funding cycle, we know that sustainability is a topic that many of you have been thinking about since your CCPD funding began. Many grantees have asked program staff for guidance or templates to inform their sustainability planning.*

*Due to the context specific and varied nature of sustainability across all grantees, we are providing the attached guidance to assist you in designing and communicating sustainability plans that will be most helpful and appropriate for your individual program. It may be helpful to review what was written in your original CCPD application along with the sustainability components of your FY18 Statement of Work (SOW).*

*If you have any resources that may be helpful to other grantees, please share those and we will disseminate them. And as always, please do not hesitate to reach out if you have any questions.*

*Thank you for all you do,*

*The CCPD Team*

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**Sustainability Guidance: Steps to Consider**

What does sustainability mean?

Sustainability encompasses much more than replacing an existing funding stream. Broadly speaking, sustainability refers to the capacity (e.g., resources and infrastructure) to maintain a program or service at a desired level to achieve specific outcomes or results.

When is the best time to start thinking about sustainability?

From the beginning and then regularly throughout your program.

The following suggestions and guiding questions are designed to help you take a closer look at your program and to facilitate conversations with others about what you want to sustain, costs, and issues related to your political and organizational environment.

***Step 1 - Determine what you want to sustain***

* Is sustainability, in the sense of program continuation, feasible and necessary?
  + Does a community need remain or has the program accomplished its goals?
    - E.g. a coalition may have run its course or a pilot program may conclude that the program is ineffective or unnecessary
* What is necessary for program fidelity?
  + Do you need to sustain the entire program or only specific program components?
* What is negotiable and non-negotiable?
  + E.g. certain staff positions, subcontractors, and infrastructure
* Are program leaders in agreement on what sustainability should look like?

***Step 2 - Determine the cost of sustaining vital program components***

* Consider the following:
  + *Short-term funding stability -* short-term plans until the project or program is no-longer needed or long-term funding stability can be established
    - Ask partners for financial reports or estimates of costs, work with accounting staff to estimate expenses, and gather bids/estimates to maintain necessary infrastructure
    - Will costs be shared across different departments or agencies?
    - Can you secure grant funding from other sources?
  + *Long-term funding stability* - long-term plans dependent on a stable funding environment
    - Can you charge fees to offset expenses or bill encounters with insurance coverage?
      * What partnerships are necessary for reimbursement?
      * What data need to be collected to make the business case for reimbursement?
        + What role could your evaluation data play?
    - Can some program costs be incorporated into an agency’s indirect/overhead costs?
    - Can you secure funding, share costs, or house the program or certain program components with other entities?
* Does the scope or scale of sustainability goals need to be revisited based upon these calculations?

***Step 3 - Analyze the environment for sustainability***

* Consider the following:
  + *Political support* - the internal and external political environment and how it influences funding, initiatives, and acceptance
  + *Partnerships* - the connections between the program, organizations, and the community
    - Is there a need or benefit from establishing new partnerships or strengthening existing partnerships?
  + *Organizational capacity* - the resources needed to manage the program and its activities effectively
  + *Program adaptation* - the ability to adapt and improve in order to ensure effectiveness
    - Is there a need to adjust staffing?
      * Can you reassign staff to a new funding department?
    - Is there a need to redefine the scope of services?
  + *Communications* - the strategic dissemination of program activities and outcomes with stakeholders, decision-makers, and the community
    - Is there a need to create an increased demand for services?
      * Can you create internal or external referrals?
      * How will you marketing services offered?
  + *Policy* - a statement of intent, implemented as a procedure or protocol
    - Consider the range from adoption, implementation, monitoring, and enforcement.
      * Are there unanticipated costs and barriers to implementation?
      * Are there unintended consequences that need to be addressed?
      * Are there resources identified to assist with policy implementation?
      * Are systems in place to monitor policy implementation?
      * How is the policy being enforced?
      * How can buy-in and policy “teeth” be ensured?

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