Sustainability Planning Guide

*Follow these steps, in conjunction with the OAH Framework for Program Sustainability, or develop your own template. The goal is to create an action strategy, with steps, a timeline, and clear lines of accountability ­– that your agency and your sites can implement to build sustainability capacity now and in the future.*

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| Pre-Planning Steps: | Person(s) Responsible? | Completed? |
| 1. Assemble an internal leadership team to serve on a Sustainability Planning Committee |  | 🞏 |
| 1. Recruit community champions, State/Tribal, Local, and Expectant and Parenting Advisory Group members to also serve on the Sustainability Planning Committee |  | 🞏 |
| 1. Review the OAH Sustainability Framework and the OAH Factors to Program Sustainability |  | 🞏 |
| 1. Assess the Environment (internal/external capacity; sub-awardee capacity; partner agencies) |  | 🞏 |
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| Planning Steps: | Person(s) Responsible? | Completed? |
| 1. Establish a shared vision for sustainability |  | 🞏 |
| 1. Integrate environmental assessment findings from pre-planning |  | 🞏 |
| 1. Prioritize what to sustain [[DETAILS BELOW](#_Prioritizing_What_to)] |  | 🞏 |
| 1. Establish budget/resources needed |  | 🞏 |
| 1. Understand and identify feasibility of different fundraising strategies  * [UMDI LEAD Fundraising Strategies Pros and Cons](http://www.youthcatalytics.org/wp-content/uploads/2017/04/LEAD-UMDI-Fund-Development-Strategies-Pros_Cons-3-2017.pdf) (<https://goo.gl/8iFQDd>) |  | 🞏 |
| 1. Identify the goals and action steps; draft a Sustainability Plan [[DETAILS BELOW](#_Identify_the_Sustainability)]  * Does your Sustainability Plan align with your vision? |  | 🞏 |

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# Prioritizing What to Sustain (Sustainability Planning Step 3)

*This worksheet elaborates on Planning Step 3, to help grantees prioritize what to sustain. Review the checklist and chart below. Projects might want to do this individually or collectively with partners.*

Planning Step 3 helps grantees determine what to continue and how (i.e. the entire program or specific components of the program, its services, or activities). Consider the following to help guide decisions:

* What aspects of the program are most effective and critical to the health and well-being of adolescents and young families? What does your evaluation data show?
* What activities result in significant positive impact? What does your evaluation data show?
* Which program components can be sustained with minimal financial resources? Human resources?
* Can the program itself or aspects of the program be integrated into other existing/ongoing programs or partnerships?
* Are there program components that are highly respected or supported by the larger community?

***List the current Program components and then prioritize how those components might continue after federal funding by checking the corresponding box to the right.***

| Project Components | Maintain or other stand-alone program within organization | Integrate into other program(s) within organization | Transfer to another organization, school, or community group | Discontinue? |
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# Identify the Sustainability Goals and Action Steps (Sustainability Planning Step 6)

The following is one example of a planning template that grantees may follow. An alternative planning template can be found in [*Building Sustainable Programs: The Resource Guide*](http://www.hhs.gov/ash/oah/sites/default/files/sustainability-resource-guide.pdf) (<https://goo.gl/AarHZC>), page 120, and worksheets for “Assessing Potential Partners” can be found starting on page 109. Grantees are welcome to create and use their own version of a template. Once created, grantees should upload their sustainability plan(s) to their MAX.gov Grantee Folder.

*To complete the planning chart (next page), begin by identifying the sustainability goals and methods. Plans typically have between 3-10 Sustainability Goals, sometimes more or less, but more important than quantity is to create goals that reflect what your team envisions.*

* Sustainability Goal. One to two sentences describing a change your team wants to see happen in order to build capacity in a key area. Create different charts for each Sustainability Goal. Often, sustainability goals focus on:
  + - Programming
    - Community mobilization
    - Income diversification
    - Dollar amount to be raised
    - In-kind support
    - Training models
    - Partnerships
    - Infrastructure/personnel
    - Communications/dissemination
    - And more…

Ideally, the goal(s) will be SMART (Specific, Measurable, Attainable, Relevant, Time bound). The following are two examples of a sustainability goal:

* Example #1: B*y June 30, 2018, at least one implementation site will have at least one other source of funding.*
* Example #2: *By June 30, 2018, identify and establish relationships with 50 organizations at the state/tribe level who can describe and advocate for the program.*
* Sustainability Method. A phrase or a sentence identifying a principal method to be used to achieve the goal. A goal may have one or more methods. For example, the goal in Example #1, above, could have one method (i.e. foundation funding), or more (i.e. fee-for-service model, state-level funds, etc.). Likewise, the goal in Example #2, above, could require one method (i.e. 1:1 engagements/regular meetings) or several (i.e. state-level summit meetings; listserve or online community forums).
* Action Steps: Activity, Person/Group Responsible, Timeline, and Resources Needed. For each primary activity, identify corresponding secondary activities; individual or group responsible; timeline; and capacity building assistance (CBA) needed to support the group’s work in that area. The “Progress Update” column enables teams to monitor work on each action step over time.
* Align with OAH Factors for Program Sustainability. The factors for program sustainability have demonstrated to lead to sustainability through on-the-ground experience and research. Please align your plan with the factors:
  + - STRATEGIZE I Create an Action Strategy
    - ASSESS I Asses the Environment
    - LEAD I Identify, Engage, and Develop Leaders
    - EVOLVE I Remain Flexible and Evolve
    - COMMUNICATE I Communicate with Stakeholders
    - INTEGRATE I Integrate Program Services into Community Infrastructures
    - PARTNER I Create Strategic Partnerships and Mobilize the Community
    - DIVERSIFY I Diversify Financial Opportunities
* Sustainability Plan. Once completed, the categories listed above comprise the sustainability plan. Depending on the sustainability goal, you will need one or more activities. Keep in mind that the more detailed the action steps, the easier it will be to complete them as well as determine where efforts may be falling short so you can devise an alternative plan if necessary. Finally, your sustainability plan is almost certain to be longer than one page ­– make additional copies of the planning template on the next page, as needed. You may want to create a State/Tribal level plan and separate implementation site plan.

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| Sustainability Goal #1: | [e.g. service sustained; income diversification; amount to be raised; in-kind support; organizational infrastructure strengthened; partnership established; training delivered; etc.] |
| Sustainability Method(s): | [Method(s) used to achieve sustainability goal] |

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| **Primary Activity** | **Secondary Activities / Deliverables** | **Alignment with OAH Factors for Program Sustainability** | **Person/Group Responsible** | **Timeline** | **Resources and/or individual T/A Needed** | **Progress Update** |
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| b. |  |  |  |  |  |
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