Sustainability Plan

# Background

Sustainability planning is an intentional process of looking critically at your agency’s current capacity and infrastructure with an eye toward developing the necessary resources to sustain meaningful program outcomes beyond current funding.

This plan must articulate how agencies will ensure the continuation of effective programs and practices if or when Federal or State assistance is no longer available. The plan must identify specific strategies in order to sustain the positive outcomes of the Program/Policy.

The plan must also identify specific strategies in order to sustain the agency’s capacity and infrastructure to support the Program/Policy. This includes staffing/human resources, financial, technology, intellectual, physical assets, etc.

# Sustainability Preparation

A strong Sustainability Plan requires reflective thinking:

* Ultimately, the work of the program should focus on creating local level change that will prevent and reduce substance abuse over time.
* The agency should focus on the long-term needs of the Program/Policy in order to continue to be able to manage, implement, and evaluate initiatives that are deemed necessary to sustain.
* The Sustainability Plan should fall in line with the Logic Model and Strategic Plan.

The agency should consider who should know about this effort and what is the agency’s communication strategy for marketing its needs and requests for support.

# Creating the Plan

The Sustainability Plan should include the following information in narrative form:

1. Identify what needs to be sustained.

* Identify the specific Program/Policy outcomes the agency wants to sustain.
* Identify what the agency needs to sustain in order to achieve/maintain those Program/Policy outcomes.
* Determine what parts of the agency need to be sustained in order to continue to support the Program/Policy (e.g., staffing, human resources, technology, and intellectual and physical assets).

1. Identify what resources are required.

* Identify what resources (e.g., in-kind resources, human capital, space, technology, time, and funding) the agency will need in order to sustain the Program/Policy outcomes over time.
* Identify what resources the agency will need to sustain its capacity and infrastructure to continue to support the Program/Policy.

1. Create case statements.

* Case statements are impact statements used to clearly identify what must be sustained, why, and how. They are usually about three sentences long and can become the statement that drives the planning process forward.
* Describe why the Program/Policy work is needed in the identified community.
* Describe the impact of the Program/Policy in the identified community to create local level change. Why is the work important?
* Describe the consequences of not having the Program/Policy work in the identified community.
* Include specific needs of support in your case statement (e.g., volunteers, space, and money).
* *Example:* The ABC County organization has been instrumental in reducing marijuana and alcohol use by youth in our community. The Program/Policy our organization implements makes a difference by utilizing strategies that have been proven successful and are driven by scientific research. It is imperative to sustain our work, which has produced a verified decrease in substance usage and made significant strides in building resilient youth for ABC County.

1. Determine funding strategies.

* Describe how the agency plans to provide or develop needed resources to continue to fund the Program/Policy. This should include thinking about how the agency would implement the following three (3) aspects of funding strategies:
* *Share:* Does or will the agency share resources with other partners and/or how will partners support the work with their resources?
* *Ask:* Does or will the agency ask for donations from individuals/organizations?
* *Earn:* Does or will the agency earn income through entrepreneurial activities?
* Funding from other entities may be available (e.g., other federal programs, foundations, city/county/town council, and state). Outline how the agency will seek assistance in this way.

1. Create an Action Plan.

List what strategy tasks will be completed, the steps to be taken, and by whom and by when. See an example of an action plan below. A blank action plan is also provided for use.

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| **EXAMPLE Sustainability Action Plan** | | | |
| **Strategy Task** | **How? (Action Steps)** | **By whom?** | **By when?** |
| Research and identify potential stakeholders. | * Solicit ideas from other agencies, schools, and faith communities who might share interests with your program. * Talk to local businesses about how your program can benefit their interests. | Program Supervisor, Prevention Specialist | Months 1–3 |
| Initiate relationships with potential stakeholders. | * Schedule community/partner meetings. * Prepare written materials for potential stakeholders outlining the program’s purpose, vision, and case statement. | Program Supervisor, Prevention Specialist | Ongoing |
| Analyze program costs. | * Map current spending and analyze funding gaps. * Develop financing strategies, evaluate options, and develop recommendations. * Give explanation on why it is important to finance for program services and outcomes. | Program Supervisor, Prevention Specialist, Fiscal Manager | Ongoing |

| **Sustainability Action Plan** | | | |
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| **Strategy task** | **How? (Action Steps)** | **By whom?** | **By when?** |
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