Introduction

This workbook is designed to be used as a guidance document to help substance abuse prevention providers, coalitions, and T/TA providers across Nebraska develop sustainability plans. Sustainability planning is an intentional process of looking critically at your current prevention infrastructure, processes, and strategies with an eye toward developing the necessary resources to sustain meaningful prevention outcomes beyond current funding.

There are many things to consider when planning for sustainability. This document outlines some of the key components or considerations of a sustainability plan:

- Executive summary
- Community sustainability analysis (processes and outcomes to be sustained)
- Sustainability goals
- Resource and feasibility analysis
- Communications and marketing plan
- Partnerships and leveraged support
- Sustainability action plan

Instructions

Read the information and related tasks for each of the components mentioned above, and use the sample templates provided in each section to develop your sustainability plan.

Executive Summary: One- to Two-Page Case Statement

An executive summary is your ‘elevator speech’. In a clear and concise manner, it should make the case for why sustaining your community efforts matter.

The executive summary should tell the reader:

- Who your coalition is
- What the focus is and why it matters
- What has been accomplished
- Core prevention strategies
- Your sustainability goals and initial strategies

Related Tasks:

- Gather photos, quotes from partners and participants, get permission to use in promotional materials
- Gathering examples of press and other media releases related to the work of the coalition to highlight in the plan.
- Track your fiscal process carefully; keep track of in-kind contributions such as volunteer and donated time and materials (see Resource 1: Value of Volunteer Time)
Community Sustainability Analysis, Part 1: Capture the Current Picture

This section will help you determine the aspects of the Strategic Prevention Framework (SPF) process you wish to sustain. The following questions will guide this analysis.

How will your community...
• Ensure the sustainability of a data-driven community planning process?
• Sustain and grow prevention capacity?
• Sustain continued strategic planning?
• Ensure effective implementation and continued infrastructure development to sustain prevention outcomes?
• Continue to evaluate and monitor prevention outcomes?
• Ensure that polices related to cultural competence exist?

Related Tasks:
- Assessment:
  • Document your data/assessment agreements, list readily available data, identify data gaps, how you measure capacity
- Capacity:
  • Track efforts to build local prevention capacity, identify workforce needs as they emerge, document cultural competence assessment
- Planning:
  • Capture what you have learned: what will you do again, where do you need to adapt your process?
- Implementation:
  • Track fidelity in your strategies and key program elements
- Evaluation:
  • Capture what you learned to inform the next assessment cycle
- Cultural Competence:
  • Document and continue to monitor effective policy adoption and enforcement
Community Sustainability Analysis, Part 2: Identify Priorities to Sustain Outcomes

This section will help you identify what you need to do to sustain prevention outcomes in your community.

Linking Effort to Outcomes

Make a strong case for how the efforts your group engaged in are clearly linked to your desired outcomes. This is an important step in making your sustainability case to additional supporters. If you can’t make a logical, clear link between your efforts and community based outcomes, it will be a real challenge to find support for the priority strategies you have chosen. Reviewing your logic model and outcomes is a good place to start.

Related Tasks

- Review your logic model regularly and keep it up to date and at the center of all your efforts
- Document and monitor your outcomes, process, short-term and long-term

SAMPLE: Outcome Data Chart

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Process Data</th>
<th>Outcome Data</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Alcohol Compliance Checks</td>
<td>Coalition Tracking of # and outcome of Compliance Checks</td>
<td>MIYHS Data: Reduction in reported retail access</td>
</tr>
</tbody>
</table>

Develop Criteria to Help Determine Which Efforts to Continue

Identify the criteria your coalition or program will use to decide what efforts are core to maintaining your outcomes at the local level. The following are categories suggested by the Sustainability Toolkit from the Center for Community Partnerships (see Resource 5 Sustainability Toolkit) “Impact”, “Resources in Place”, “Community Support” and “Still a Need”. Your group may choose other criteria, but you should then justify how you chose the criteria and consider what specific questions you will need to ask in order to make determine your priorities.

Related Tasks

- Review tools and best practice models in sustainability (see Sustainability Resources)
- Engage partners to gain buy in for sustainability planning

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### SAMPLE: Priority Checklist *(Resource 5: Sustainability Toolkit)*

<table>
<thead>
<tr>
<th>Impact</th>
<th>Resource Potential</th>
<th>Community Support</th>
<th>Still A Need</th>
</tr>
</thead>
<tbody>
<tr>
<td>☐ Increased community collaboration</td>
<td>☐ Filling a gap or niche in the community</td>
<td>☐ Community support</td>
<td>☐ Long-term community goal (i.e. tobacco free by 2020).</td>
</tr>
<tr>
<td>☐ Measurable improvement in community health</td>
<td>☐ Currently leveraging additional resources (money, services, donations, etc.)</td>
<td>☐ Key decision-makers support</td>
<td>☐ There is still a community need</td>
</tr>
<tr>
<td>☐ Improved health policy</td>
<td>☐ Potential to secure additional funding</td>
<td>☐ Recognition-community members identify specific accomplishments/ activities with our work</td>
<td>☐ Discontinuing will have a negative impact</td>
</tr>
<tr>
<td>☐ Increased community capacity to deal with the issues</td>
<td>☐ Effective track record</td>
<td>☐ Community commitment</td>
<td>☐ Value-relative to other problems in the community</td>
</tr>
<tr>
<td>☐ Benefits (short-term and long-term) justify the cost of doing the work.</td>
<td>☐ Existing capacity to implement strategies</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Set Sustainability Goals

Now that you have identified your priorities, **those components of your work that you must sustain to continue to make progress on your outcomes**, you are ready to set clear sustainability goals. **Always keep the long range goal in sight** (e.g. **decreasing underage drinking, or reduction of binge drinking**), even when you focus in on sustaining short-term strategies and changes in risk and protective factors.

Effective sustainability goals and objectives are:
- Clear, concrete, doable and measurable
- Limited; you may not be able to continue everything, consider two to three goals
- Arrived at by consensus with strong buy in by partners and collaborators
- Firmly aligned with the long-term goal

**Example: Sustainability Goal and SMART Objective**

**Goal:** Maintain quality and frequency of compliance checks  
**Objective:** 75% of retail vendors complete compliance checks at least one time every six months, with trained police and youth

**Related Tasks**
- Research how similar programs have found successful ways to sustain their efforts
- Engage partners and collaborators in goal setting now, so they’ll be on board when it is time to implement the plan
Complete a Resource and Feasibility Analysis

Identify exactly what actualizing each of your sustainability goals will require. In this analysis you will:

- Identify all your resource needs, including grants (federal, state, local, public and private foundations) donations, and in-kind support
- Draft a projected budget for the year beyond your current funding
- Have a clear target for your sustainability efforts (ex: coalition x needs $30K a year to sustain critical strategies and move forward on our goal to reduce underage drinking).
- Determine the feasibility of potential funding and support strategies

**Related Tasks:**

- Keep your budget and all fiscal matters up-to-date and share information regularly with core partners
- Engage your coalition or community partners in identifying
  - potential in-kind resources such as training and technical assistance, space, and information/materials
  - where to network with others who share your goals

**SAMPLE: Projected Budget Form**

<table>
<thead>
<tr>
<th>Line Item</th>
<th>Goal 1</th>
<th>Goal 2</th>
<th>Goal 3</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Staffing¹</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td># of FTEs:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Benefits/Fringe</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Consultant Costs</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Program Materials²</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Training</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Travel</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Space</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Administrative</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>In-Kind³</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
SAMPLE: Budget Narrative

It’s very helpful to have a budget narrative that more fully explains each item. These are some examples:

• *One full time equivalent (FTE) to run prevention coalition, coordinate law enforcement strategies and complete all grant and community reporting requirements @ $ per year*¹

• *Program curriculum and materials cost for 60 high school participants- $50 per student x 60 students= $3000.00*²

• *School provides manpower and coordination to display media campaign posters at all sporting events*³.

Feasible Fiscal Strategies

Consider fiscal strategies for sustainability-what strategies are most likely to be successful?

Fiscal strategies may include:

I. Full or partial program adoption by a community partner

II. Systems or policy change that’s fully integrated into an existing structure

III. A variety of strategies to raise revenue including grants, donations and in-kind commitments

Tasks:

• Determine the ‘best fit’ fiscal strategies to pursue for each component

• Develop an action plan for implementation of fiscal strategies including a timeline and who is responsible for each task.

Feasibility Checklist: Use in a group and ask participants to vote on what fiscal strategies they like and what they think is feasible and gather ideas for the development of the action plan.
SAMPLE: Feasibility Checklist

**Goal 1: Continue to complete compliance checks every six months**
Include a simple description of the program.

<table>
<thead>
<tr>
<th>Point Person</th>
<th>Feasibility</th>
<th>Ideas for Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Marketing your organization</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Sharing positions and resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3. Becoming a line item in an existing budget</td>
<td></td>
<td></td>
</tr>
<tr>
<td>4. Incorporating activities or services in organizations with a similar mission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. Applying for grants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6. Tapping into personnel resources</td>
<td></td>
<td></td>
</tr>
<tr>
<td>7. Soliciting in-kind support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>8. Developing and implementing fundraisers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>9. Pursuing third-party funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10. Developing a fee-for-service structure</td>
<td></td>
<td></td>
</tr>
<tr>
<td>11. Acquiring public funding</td>
<td></td>
<td></td>
</tr>
<tr>
<td>12. Securing endowments and planned giving arrangements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>13. Establishing membership fees and dues</td>
<td></td>
<td></td>
</tr>
<tr>
<td>14. Making a business plan</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Other Feasible Resource Development Notes:**

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Develop Communication and Marketing Strategies and Products

Once you are completely clear on what you need to sustain, what resources are needed (e.g., cash, material donations, collaborative space sharing, volunteers) and what your most feasible strategies are, you are ready to put it all together and create your communication and marketing strategies and products.

Consider multiple aligned strategies, such as
- Identify whom you need to reach; who are your priority audiences?
- Train and support coalition members in giving elevator speeches to selected audiences
- Develop a one- to two-page case statement
- Develop a letter of inquiry for local funders
- Develop a donation letter for local businesses

Effective Elevator Speeches

Good elevator speeches are carefully geared to their intended audiences. They should tell the listener:
- Who your coalition is
- What the focus is and why it matters (and why it matters to them)
- What has been accomplished
- Core prevention strategies
- Your sustainability goals
- Your existing partnerships

Once you have a clear idea who you need to engage with and what you need to communicate to them, you need to plan out your various communication strategies and products. The below communication matrix and product table can help you plan what you need to develop and for what audiences.
SAMPLE: Communication Matrix

<table>
<thead>
<tr>
<th>Example Stakeholders</th>
<th>Example STRATEGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Outreach</td>
</tr>
<tr>
<td>Schools</td>
<td></td>
</tr>
<tr>
<td>Parents</td>
<td></td>
</tr>
<tr>
<td>Local financial institutions</td>
<td></td>
</tr>
<tr>
<td>Local foundations</td>
<td></td>
</tr>
<tr>
<td>Health care</td>
<td></td>
</tr>
<tr>
<td>Youth</td>
<td></td>
</tr>
<tr>
<td>Vendors</td>
<td></td>
</tr>
</tbody>
</table>

Now that you are clear who you will be reaching out to and in what way, specify what products need to be developed for each specific audience, the tasks involved, and what resources and technology you will use.

SAMPLE: Product Table

<table>
<thead>
<tr>
<th>Audience</th>
<th>Tasks</th>
<th>Resources Needed or Activated</th>
<th>Technologies Used</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local businesses, banks and financial institutions</td>
<td>Develop outreach list</td>
<td>Contact information, names, personal contacts</td>
<td>Social media</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Leverage Partner Support

Evaluate your current collaborations and partnerships and think about whom else you might engage.

- Consider prioritizing these partners and collaborators; what skills do you need at the table for your sustainability work; for example: Do you have media contacts? Communication expertise? Strong fiscal management?
- Think about all the partners and collaborators you have worked with up to the present; what will it take to continue that support; what will they need? What will you need?
- Review and update Memorandums of Understanding or Agreement (MOU/MOA) so that all parties have a current clear understanding of the needs and potential skills, assets and contributions of each other, as well as any cash resources that may be shared.
- Consider those you haven’t reached out to yet; what it would take to bring in these new partners? What would they need to partner with you? What might they be able to contribute to your efforts with little effort or additional resources on their part?

Related Tasks:

- Network well; stay connected to community-based networks and alliances that align with your goals
- Keep strong, up-to-date, and well-documented agreements and contracts
- Use media and social media to ensure broad community awareness of your efforts
- Stay relevant—connect publicly to current events/emerging trends
- Build relationships constantly
Implement Sustainability Actions

Now you are ready to complete your sustainability action plan. It should include:

- Your sustainability goals
- Your chosen fiscal strategies based on your feasibility assessment
- Who will take the lead on the identified tasks, who will support the action
- What tasks need to be accomplished to implement your plan and achieve your goals
- Resources and technology you will need to implement your fiscal strategy
- When you hope to complete each task

Integration and alignment of your sustainability plan with your current implementation plan will help you tap into any potential synergies. For example, an already scheduled town hall meeting is also a potential outreach strategy for engaging local funders.

**Related Tasks:**
- Develop a simple, clear, and short “case statement” for all your outreach efforts
- Build technology and communication capacity
- Build relationships with your local media
- Develop or expand your social media presence

Develop an action plan for implementation of fiscal strategies including timeline and who is responsible. This will be an important working document to help you begin to implement your sustainability plan.

**SAMPLE: Sustainability Implementation Plan**

<table>
<thead>
<tr>
<th>Prevention Goal</th>
<th>Fiscal Strategy</th>
<th>Who will lead/Who will help</th>
<th>Tasks</th>
<th>Materials/Resources</th>
<th>Due Date</th>
</tr>
</thead>
</table>
| Compliance Checks | Apply for grants | | • Prepare template proposal  
• Identify funders  
• Complete proposals  
• Submit proposals | • Grant Resource Center  
• Funder guidelines  
• Budget  
• Required documents | 2/2015  
3/2015  
5/2015 |
| Media Campaign | Ask for community corporate donations | | • Prepare donation letter  
• Develop contact list for each task  
• Establish contact  
• Follow their guidelines  
• Submit requests | • One page donation letter  
• Two page case statement  
• Corporation guidelines | 1/2015  
2/2015 |
<table>
<thead>
<tr>
<th>Resource</th>
<th>Where to find it</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Website for determining value of volunteer time</td>
<td><a href="http://www.independentsector.org/volunteer_time">http://www.independentsector.org/volunteer_time</a></td>
</tr>
<tr>
<td>4 Center for Civic Partnerships: Sustainability Toolkit</td>
<td><a href="http://www.civicpartnerships.org/docs/publications/sustainability_toolkit.htm">http://www.civicpartnerships.org/docs/publications/sustainability_toolkit.htm</a> Order the entire kit for $60.00</td>
</tr>
<tr>
<td>5 Keys to Sustainability</td>
<td>Can be accessed through the Southwest Resource</td>
</tr>
</tbody>
</table>

**Sustainability Planning Resources and Tools**
<table>
<thead>
<tr>
<th></th>
<th>Title</th>
<th>Description/Link</th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>SAPST 2012-SPF Assessing Capacity</td>
<td>Can be accessed through the Southwest Resource Team of SAMHSA’s Center for the Application of Prevention Technologies</td>
</tr>
</tbody>
</table>