

CBHPEI Sustainability and Outcome Planning Workbook

This workbook is a guidance document to help Comprehensive Behavioral Health Prevention and Early Intervention grantees develop sustainability plans. It also guides you towards reviewing and improving your ability to understand, document, and share your program outcomes and report these in your quarterly narrative reports for FY2023.

Sustainability planning is a process of looking critically at your current prevention infrastructure, processes, and strategies with an eye toward developing and maintaining the necessary partnerships and resources to sustain and even increase meaningful prevention outcomes beyond current DBH grant funding ending in July 2024. This will also aid the staff with the Prevention and Early Intervention Section in preparing a program-wide summary capacity and outcomes report for the fall of 2023 that highlights your efforts and successes. The information below provides guidance and sample templates for the related tasks to develop your outcomes and sustainability plan

Step 1: Describe Your Coalition and Efforts:

Your Coalition: Your efforts should already be clearly defined in your action plan, logic model, and MIS dashboard. Review these items, update them each, and keep them on hand throughout this process. Make sure that the coalition members working with you have copies of these as well and refer to them frequently throughout this sustainability review process.

One of the most important elements of your sustainability efforts is describing who your coalition is. The goal of this step is to describe how your coalition and the partnerships you established provides the foundation for your sustainability. Answers to the following questions will guide this review.

Coalition and Partnerships Questions

Step 1	What are your coalition's primary goal(s).
Step 2	List your core community partners (the actual individuals) essential to your work in prevention? For each partner, list the existing community group(s) (other coalitions, boards, steering committees etc.) they represent. If the individual does not represent a group, they indicate they are a member at large. You may have a broader list of partners that provide feedback or outreach support that are not part of the core group. These can be listed separately.
Step 3	For each group being represented, list which goal(s) each one shares with your coalition. It is recommended that you prepare a Venn diagram that describes these shared or unique goals.
Step 4	For each group listed, describe how you have formally or informally secured your partnership (i.e. Memorandum of Agreement, shared resources, the roll have taken in your prevention efforts). What norms, policies, or guidelines support collaboration among prevention partners?

Step 5	Who else do you need to engage into the coalition still?
Step 6	Describe what data-driven planning processes you have in place with the coalition? Who are the key people doing this part of your work? How well is the process working? What's working? What's not working?
Step 7	Do you have a document that clearly described how your prevention strategies were selected, who was involved, how they have been integrated into other community prevention strategies or efforts? Do you have a document that describes how your prevention efforts are being effective (your MIS dashboard? Is this adequate to tell your story?
Step 8	Items to consider reviewing include photos and quotes from partners, press releases and media releases, and documentation of your fiscal process particularly related to volunteer and in-kind time and resources. What has your partners brought to the project?

Step 2: Identify Your Project Activities

This section will help you identify what you need to do to sustain prevention outcomes in your community. The purpose of this step is to make a strong case for how the efforts your group engaged in are clearly linked to your desired outcomes, and show how these successes are linked to your community partnerships. This is an important step in making your sustainability case to additional supporters that you are not yet working with you. If you cannot 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. A good place to start is to review your current updated logic model and proposed outcomes. The goal of this section is to define how you will continue to monitor, and document each of your short-term and long-term outcomes and the processes you have in place to achieve these.

Part One: Identify Core Activities: The first step is to list the core activities you are currently supporting or have completed and require on-going attention. **Note that these will be the activities that you will include and report on in your “FY2023 Quarterly Report”.**

Activity Category	Core Logic Model Activities
Coalition activities	
Policy activities	

Media activities	
Evaluation activities	
Other activities	

Step 3: Determine your priority activities

Part 1: Once you have identified your core activities, you will want to identify those that you must sustain to continue to make progress on your long-range grant project goal (e.g., decreasing underage drinking or decreasing binge drinking, reduce suicide etc.). This will help you identify the components of your work that are the highest priorities for sustainability. For each core activity, apply the criteria in the priority checklist below to help you determine which efforts you want to sustain. You will want to consider each of the five steps of the SPF, your desired outcomes, and the strategies and interventions in your logic model. Complete the checklist below for each of your activities listed above.

Effort and resource checklist:

Impact	Community Support	Resource Potential	Still A Need
<input type="checkbox"/> Increased community collaboration <input type="checkbox"/> Measurable improvement in community health <input type="checkbox"/> Improved health policy <input type="checkbox"/> Increased community capacity to deal with issues <input type="checkbox"/> Benefits (short-term and long-term) justify the cost of doing the work	<input type="checkbox"/> Community support <input type="checkbox"/> Key decision-makers' support <input type="checkbox"/> Recognition: community members identify specific accomplishments/activities with our work	<input type="checkbox"/> Filling a gap or niche in the community <input type="checkbox"/> Currently leveraging additional resources <input type="checkbox"/> Potential to secure additional funding <input type="checkbox"/> Effective track record <input type="checkbox"/> Existing capacity to implement strategies <input type="checkbox"/> Community commitment	<input type="checkbox"/> Long-term community goal (i.e. tobacco free by 2026). <input type="checkbox"/> There is still a community need <input type="checkbox"/> Discontinuing will have a negative impact <input type="checkbox"/> Value: relative to other problems in the community

Step 4: Assess your priority activities

Part 1: Review Activity Impact: For each activity, identify the criteria your coalition or program will use to decide what efforts are core to sustaining your outcomes at the local level. The following are

suggested categories to review and document. You may include additional criteria the coalition identifies. Complete a priority review on each one.

- Impact – does the effort increase community collaboration, improve partnerships, enhance community health, build community capacity or result in other significant benefits to the community?
- Community support – is the effort already recognized in the community, and does it have the support of the community, including key community leaders and decision-makers?
- Resource potential – does the effort fill a community resource gap, have the potential to leverage additional resources, have a successful track record, have adequate resources or generate community commitment?
- Is there still a need – does the effort support a long-term community goal, fill a continuing need, and would discontinuing it have negative impacts on the community?

Part 2: Review Activity Status: Next, review your current status and efforts for each activity.

- What are your current assessment efforts: data/assessment agreements, list readily available data, identify data gaps, and determine how you measure your capacity.
- How robust is your current evaluation: Describe what you know and have learned to inform the next assessment cycle.
- What capacity do you have for this activity: Efforts to build local prevention partners, resources and readiness, identify workforce needs as they emerge, and document cultural competence assessment (step 1).
- What have you learned: what will you do again, where do you need to adapt your process? (Planning)
- How well have you been implementing: Track fidelity in your strategies and key program elements.
- What policy or practice changes have been put in place associated with this activity: Document and describe how you will continue to monitor effective policy adoption and/or enforcement.

Part 3: Priority Outcomes: Using the criteria review in Part 1 and part 2, establish a list of your identified sustainability activities and either review or prepare SMART objective outcome measures for each activity: For each that you have identified as priority, you will want to review or set a sustainability outcome measures to establish how you will know these have been achieved. It is helpful to consider how similar programs will sustain their efforts and engaged partners and collaborators in goal setting. Effective sustainability objectives must be:

- 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

Step 5: Complete a resource and feasibility review and analysis

Part 1: Feasibility analysis: This task requires that you identify exactly what is required for each of your sustainability activities listed in task 3 and 4. For each activity that you have identified as a priority for your sustainability plan, complete a feasibility analysis of each by address each of the items below.

- Identify the resource needs for the activity (human, fiscal and organizational),
- Identify existing resources that could support the activity (human, fiscal and organizational); remember to include in-kind support

- Determine how the activity adds to or supports other community prevention efforts
- Describe how you have ensured the cultural competence and relevance of the activity
- Consider the readiness of the community to support the activity
- Have a clear target for your sustainability efforts for this activity (ex: coalition X needs \$30K a year to sustain critical strategies and move forward with our goal to reduce underage drinking)
- Determine the feasibility of potential funding and support strategies to achieve this activity
- Have a clear overall target for your sustainability efforts associated with this activity (ex: Our coalition needs \$30,000 a year to sustain critical strategies to reduce underage drinking)
- Have a clear idea of the feasibility of achieving each of your sustainability activities and what actualizing each activity will require

Part 2: Feasibility checklist: Complete a feasibility checklist to determine which activities you will want to sustain after FY2023. Your prevention group or coalition can use a feasibility checklist such as the sample checklist below for each sustainability activity. Using a group process, discuss and vote on fiscal strategies your coalition believes are feasible, and gather ideas for the development of the action plan to sustain them. Not all strategies will be equally applicable to every activity. The feasibility checklist can be tailored as needed.

SAMPLE: Sample Feasibility Checklist

Activity 1: 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			
Strategy	Point Person	Feasibility	Ideas for Action
1. Identifying partners, e.g., retailers, law enforcement, coalition			
2. Promoting the goal among partners			
3. Sharing positions and resources			
4. Becoming a line item in an existing budget			
5. Incorporating activities or services in organizations with a similar mission			
6. Applying for grants			
7. Tapping into personnel resources			
8. Soliciting in-kind support			
9. Developing and implementing fundraisers			
10. Pursuing third-party funding			
11. Developing a fee-for-service structure			
12. Acquiring public funding			
13. Securing endowments and planned giving arrangements			
14. Establishing membership fees and dues			
15. Making a business plan			
Other Feasible Resource Development Notes:			

Step 6: Complete a Sustainability Budget

Now you are ready to develop your sustainability budget and create your funding and support strategy. Draft a projected budget for the year beyond your current funding (FY2020) for each priority activity using the sample template table below. You will want to engage your coalition or community partners in identifying potential in-kind resources such as training and technical assistance, space, and information/materials. It is also important to keep your budget and all fiscal matters up to date and share information regularly with core partners. Consider fiscal strategies for sustainability of each activity or group of activities—what strategies are most likely to be successful? Fiscal strategies may include full or partial program adoption by a community partner, systems or policy change that is fully integrated into an existing structure, or a variety of strategies to raise revenue including donations and in-kind commitments.

Sample Budget Template Table:

(You may be able to pull from your grant budget)

Line Item (Resource)	Activity 1	Activity 2	Activity 3	TOTAL	Fiscal Strategy
Staffing¹					
# of FTEs (Full-Time Equivalent):					
Benefits/Fringe or hours needed					
Consultant Costs					
Program Materials²					
Training					
Travel					
Space					
Administrative					
In-Kind³					
TOTAL					

Develop a sample budget narrative and action plan for the implementation of fiscal strategies including a timeline and note of who is responsible for each task (again, your grant budget may be useful). It is very helpful to have a sustainability budget narrative that more fully explains each item.

Step 7: Develop Communication and Marketing Plan

Once you are clear about what you need to sustain, what resources are needed (e.g., partners, training, materials, collaborative space, volunteers), and what your most feasible resource development 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:

- Identifying who you need to reach; who are your priority audiences?
- Training and supporting coalition members in giving elevator speeches to selected audiences
- Developing a one- to two-page case statement
- Developing a letter of inquiry for local funders
- Developing a donation letter for local businesses
- Developing a message for social media fundraising

Once you have a clear idea who you need to engage with and what you need to communicate to them, you are ready to move forward with your various communication strategies and products. The communication matrix and product table, below, can help you plan what you need to develop and for what audiences.

SAMPLE: Communication Matrix

Example Stakeholders	Example STRATEGIES			
	Outreach	Proposals	In-kind support	Donation
Schools				
Parents				
Local financial institutions				
Local foundations				
Health care				
Youth				
Vendors				

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

Audience	Tasks	Resources Needed or Activated	Technologies Used
<i>Local businesses, banks and financial institutions</i>	<i>Develop outreach list</i>	<i>Contact information, names, personal contacts</i>	<i>Social media</i>

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? Social media expertise?
- 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 fiscal and other resources that may be shared.
- Consider those you have not reached out to yet; what it would take to bring in these new partners? What would they need to partner with you? What would be in it for them? What might they be able to contribute to your efforts with little effort or additional resources on their part?

Consider the following: Network well; stay connected to community-based networks and alliances that align with your goals. Think about skills needed and partners who might fill those needs. Keep strong, up-to-date, and well-documented agreements and contracts. Use and keep copies of the media and social media to ensure broad community awareness of your efforts. Stay relevant—connect publicly to current events/emerging trends both in your community and outside. Build relationships continually and be sure to document these in your coalition membership resource and partner list.

Step 8: Develop and Implement Plan

Now you are ready to complete your sustainability implementation action plan. This will be your sustainability logic model. It should include:

- Your sustainability goals and objectives
- Your chosen activities and fiscal strategies based on your feasibility assessment of these
- The critical tasks need to be accomplished to implement your plan and achieve your goals
- Who will take the lead on these identified tasks and who's support will be needed to achieve these.
- What Resources and technology you will need to achieve tasks and implement your fiscal strategy
- When you hope to complete each task
- A simple, clear, and short "case statement" for each of your outreach efforts.
- How you will build technology and communication capacity and build relationships with your local media and develop or expand your social media presence.

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 for when funding ends in 2019. Develop an action plan for implementation of fiscal strategies including timelines and who is responsible. This will be an important working document to help you begin to implement your sustainability plan and keep it moving.

SAMPLE: Sustainability Implementation Plan

Prevention Activity	Fiscal Strategy	Who will lead/who will help?	Tasks	Materials/Resources	Due Date
Policy compliance monitoring process	Seek alternative funding		<ul style="list-style-type: none"> • Prepare template proposal • Identify funders • Complete proposals • Submit proposals 	<ul style="list-style-type: none"> • Grant Resource Center • Funder guidelines • Budget • Required documents 	2/2023 3/2023 5/2023
On-going public education and Media Campaign	Ask for community/corporate donations		<ul style="list-style-type: none"> • Prepare donation letter • Develop contact list for each task • Establish contact • Follow their guidelines • Submit requests 	<ul style="list-style-type: none"> • One-page donation letter • Two-page case statement • Corporation guidelines 	1/2023 2/2023

Step 9: Prepare Your Executive Summary

Effective Elevator Speeches

Good elevator speeches (or 140-character tweets!) are carefully geared to their intended audiences. They should tell the listener:

- Who your coalition and partners are,
- What other groups you are collaborating with and how you are mutually supporting each other's priorities,
- What the focus is and why it matters (and why it matters to them),
- What has been accomplished,
- Core prevention strategies,
- Your sustainability goals, and
- Your lists your existing partnerships.

Additional Sustainability Resources and Tools

Resource	Where to Find it
SAMHSA Native Connections Sustainability Toolkit	https://samhsa.gov/sites/default/files/nc-sustainability-toolkit.pdf
Prevention Institute-Collaboration Multiplier	https://www.preventioninstitute.org/tools/collaboration-multiplier
Sustaining Improved Outcomes: A Toolkit	https://nyshealthfoundation.org/resource/sustaining-improved-outcomes-a-toolkit/