Sustainability Planning in Prevention Toolkit

March 2024

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Great Lakes (HHS Region 5)

PTTC Prevention Technology Transfer Center Network
Funded by Substance Abuse and Mental Health Services Administration

Tool 1: Process Review Worksheet

Use this chart to summarize your review of your strategic planning process. Key findings from this review, and from your review of prevention interventions, will help you set sound sustainability goals for your community.

Process Guidelines Template

SPF Steps	What Worked	What Did Not Work	New Processes Needed	Group Role
Assessment				
Capacity				
Planning				
Implementation				
Evaluation				

Explanations of Categories

What Worked: Identify past processes that helped your community complete key SPF tasks. These processes should be continued.

What Did *Not* Work: Identify past processes that did *not* help your community complete key SPF tasks. These processes should be improved or discarded.

New Processes Needed: Identify new processes that will help your community respond to changes and complete key SPF tasks moving forward.

Group Role: Describe your prevention group's level of responsibility for sustaining successful processes over time.

Tool 2: Intervention Review Worksheet

Use this chart to summarize findings from your review of prevention interventions. Key findings from this review, and from your review of strategic planning, will help you set sound sustainability goals for your community.

Intervention Guidelines Template

Prevention Interventions	Evidence of Effectiveness	Evidence of Internal Capacity	Evidence of Community Support	Group Role
Intervention 1:				
Intervention 2:				
Intervention 3:				
Intervention 4:				
Intervention 5:				

Explanations of Categories

Evidence of Effectiveness: Determine if the intervention is achieving positive prevention outcomes.

Evidence of Internal Capacity: Determine if the intervention is well equipped with staff, supplies, and space.

Evidence of Community Support: Determine if the intervention is valued by community.

Group Role: Describe your prevention group's level of responsibility for sustaining successful interventions.

Tool 3: Outcome Data Chart

It is important to clearly show potential supporters (1) how your group's efforts are linked to your desired outcomes and (2) how these successes are linked to your community partnerships. This is an important step in sustainability planning. In this activity, your coalition, group, or organization will connect your programmatic efforts to community outcomes.

Use the table below to outline your prevention intervention:

Strategy: List activities that make up your prevention intervention.

Process Data and Outcome Data: List data sources for your process and outcome evaluations for your prevention intervention. Use your group's logic model to assist with this activity.

Outcome Data Chart Template

Strategy	Process Data	Outcome Data

Tool 4: Priority Checklist

The purpose of this activity is to apply the criteria for prioritizing efforts. In this activity, you will use the priority checklist to determine criteria for what strategies are core to maintaining your outcomes when doing sustainability planning.

Using the same intervention from the outcome data chart activity (Tool 2), complete the priority checklist. Then complete a second priority checklist for an outcome from that intervention's logic model. Below you will find definitions for each category.

- **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?

- **Still a Need:** Does the effort support a long-term community goal or fill a continuing need, and would discontinuing it have negative impacts on the community?

Priority Checklist

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

Tool 5: Setting Goals Worksheet

Use findings from your process and intervention review charts (from Tools 1 and 2) to answer the questions below and set sustainability goals for your community.

Strategic Planning Goals	Intervention Goals
Consider the process needed to support successful strategic planning. Are these processes firmly established in your community (i.e., a stable community partner is responsible for their continuation)? **YES ☐ NO ☐**	Consider the interventions that meet all of your criteria for success. Are these interventions firmly established in your community (i.e., a stable community partner is responsible for their continuation)? **YES ☐ NO ☐**
If you answered NO to the question above, draft one or more goals to help ensure the continuation of these processes to support strategic planning. *Click or tap here to enter text.*	**If you answered NO to the question above, draft one or more goals to help ensure the continuation of these interventions.** *Click or tap here to enter text.*

Goals

Are your drafted goals:

- Based on objective data about what will benefit your community?

    YES ☐   NO ☐

- Realistic for your community (typically two or three goals in total)?

    YES ☐   NO ☐

Obtaining Partner Buy-In

If your drafted goals are both objective and realistic, you are ready to share these goals with your full prevention group and other key partners. Their early buy-in will help to ensure their support and participation as you work to achieve these goals over time.

Finalizing Sustainability Goals

Once you have the support of your prevention partners, list your community's final sustainability goals here.

Goal 1:

Click or tap here to enter text.

Goal 2:

Click or tap here to enter text.

Goal 3:

Click or tap here to enter text.

Tool 6: SMART Objectives Worksheet

For each goal you identified in Tool 5, write a set of SMART objectives using the template on page 9. The following is an example.

SMART Objectives Example

Goal: Increase the number of youth members of the county youth coalition.	
Key Component	**Objective**
Specific: What are we going to do and for whom?	Inform students about the youth coalition and recruit them to join.
Measurable: Is it quantifiable, and can WE measure it?	Identify the number of youth who join the youth coalition this year compared to last year.
Achievable: Can we get it done in the proposed time frame with the resources and support we have available?	Yes, it is achievable when connected to schools and other youth-serving organizations.
Relevant: Will this objective influence the desired goal or strategy?	Yes, it will address the priority if combined with other strategies.
Time-Bound: When will this objective be accomplished?	We plan to accomplish this objective in one year.
SMART Objective: From August through May, establish recruitment initiatives at schools and youth-serving organizations to recruit 30 students.	

SMART Objectives Template

Goal:	
Key Component	**Objective**
Specific: What are we going to do and for whom?	
Measurable: Is it quantifiable, and can WE measure it?	
Achievable: Can we get it done in the proposed time frame with the resources and support we have available?	
Relevant: Will this objective influence the desired goal or strategy?	
Time-Bound: When will this objective be accomplished?	
SMART Objective:	

Tool 7: Identifying Resources Worksheet

1. List the sustainability goals and objectives that you identified in Tool 6.
2. Use your objectives to identify essential resources you will need that are ***specific to each goal***.
3. Identify any overarching resources that will be ***shared across goals***.

Identifying Resources Worksheet

Sustainability Goals	Required *Human* Resources	Required *Fiscal* Resources
Goal 1:		
Goal 2:		
Goal 3:		
All Goals *Overarching administrative, evaluation, and fundraising resources that will support all goals.*		

Tool 8: Potential Partners

It is critical that your sustainability plan includes a list of your partners. Partners can assist in moving forward your program's priorities, and they can enhance the capacity to address problems by drawing on various resources in the community.

Instructions:

1. Create a list of current partners and rank their priority/importance to your success.
2. Complete a Partner Analysis Worksheet for each partner using the template below.
3. Designate team members to pursue next steps to secure key partners for your initiative.

Partner Analysis Worksheet Template

Partner	What is their motivation to engage and support the work?	What is their biggest concern?	What do we need to do to get their support?	Next Steps	Person Responsible

Tool 9: Projected Sustainability Budget Form

When developing a sustainability plan, a budget will help program partners determine what financial and/or in-kind resources are needed to sustain the program's priorities. Sustaining **priorities** should take precedent over sustaining **resources**.

Instructions:

1. List the personnel and non-personnel resources required to achieve your goals (from Tool 7) using the template below.
2. Project the costs associated with each resource.
3. Work with a budget expert to ensure accuracy.
4. Record final numbers in your sustainability budget.

Budget Form Template

Budget Line Item	Goal 1	Goal 2	Goal 3	Total
Staffing: # of FTEs (full-time equivalent employees) **Benefits/Fringe**				
Consultant costs				
Program materials				
Training				
Travel				
Space				
Administrative				
In-kind				
TOTAL:				

Tool 10: Selecting Strategies Worksheet

List your sustainability goals in the chart below. Then consider the feasibility of different fiscal strategies (from Tool 11) and select a set of long- and short-term strategies for achieving your sustainability goals.

Sustainability Goals	Feasible Fiscal Strategies: Resources/Revenue[1]	Feasible Fiscal Strategies: Potential Sources of Support[2]
Goal 1:	**Long Term:** **Short Term:**	**Long Term:** **Short Term:**
Goal 2:	**Long Term:** **Short Term:**	**Long Term:** **Short Term:**
Goal 3:	**Long Term:** **Short Term:**	**Long Term:** **Short Term:**
Goal 4:	**Long Term:** **Short Term:**	**Long Term:** **Short Term:**

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[1] **Resources/Revenue:** Identify the specific type of support you intend to pursue (e.g., budgetary line item, grant, donated goods, or services).

[2] **Potential Sources of Support**: Identify the person, group, or agency from whom you intend to request support.

Tool 11: Feasibility Checklist

Once you know what resources you will need to realize your prevention goals:

1. Determine what fiscal strategies are most feasible for securing those resources.

2. Use a feasibility checklist to examine the viability of each of your sustainability goals.

3. Discuss the fiscal strategies you believe are feasible and gather ideas for the development of an action plan.

Feasibility Checklist Template

Goal 1: Maintain quality and frequency of compliance checks				
Objective 1: Every year, 75% of retail vendors complete a compliance check with trained police & youth				
Type	**Strategy**	**Point Person**	**Feasibility**	**Ideas for Action**
Ask	Acquire public funding			
	Apply for grants			
	Develop and implement fundraisers			
	Pursue third-party funding			
	Secure endowments and planned giving arrangements			
	Solicit in-kind support			
Charge	Develop fee-for-service structure			
	Establish membership fees/dues			
Earn	Make a business plan			
	Market your coalition			
	Sell products/services to earn money for prevention program funding			
Share	Become a line item in existing budget			
	Identifying partners, e.g., retailers, law enforcement, coalition			
	Incorporate activities or services in organizations with a similar mission			
	Promote the goal among partners			
	Share positions and resources			
	Tap into personnel resources			

Tool 12: Sustainability Marketing & Communication Plan Matrix Table

Once there is a clear idea of whom to engage with and what is needed to communicate with them, it is time to move forward with a communications plan. The following matrix table can help to plan outline your marketing and communication plan. The communication plan should include the audience, tasks required to communicate the value and importance of the work to the identified audience, and resources and technology needed to implement the strategy.

Sustainability Marketing & Communication Plan Matrix Table

Audience	Communication/ Marketing Tasks	Resources Needed or Activated	Technologies Used

Tool 13: Sustainability Action Plan

An action plan is an important working document to help your group begin to implement your sustainability plan and keep it moving. It is a way to make sure your organization's vision is made concrete. It describes the way your group will use its strategies to meet its objectives.

Sustainability Action Plan Template

Goal	Strategy	Who	Task	Materials/Resources	Due Date

Tool 14: Memorandum of Agreement

A memorandum of agreement (MOA) is a written document that describes how two parties will work together to meet a common objective. MOAs help partners specify the purpose of their collaboration, as well as the roles and responsibilities of each partner in achieving articulated goals. MOAs can range from informal (a firm handshake) to formal (a binding legal document that holds parties responsible to their commitment). The terms *memorandum of agreement* and *memorandum of understanding* (MOU) are often used interchangeably.

Partners often begin collaborating without putting any formal agreements in place. However, as partners begin working together more closely—and particularly as they begin pooling fiscal or human resources—it can be helpful to develop an MOA.

Memorandum of Agreement Outline

The main sections of a standard MOA are outlined below, along with a description of what is included in each section.

Purpose and Scope

This section conveys the "big picture" of why and how all parties will work together. It typically includes a clear mission or vision statement that defines the primary purpose of the collaboration and how it will benefit the community. It may also include the goals and objectives that the collaboration hopes to achieve. Other components may include:

- Name of all parties involved in the collaboration
- Brief description of the scope of work and desired outcomes
- Financial obligations of each party, if applicable
- Dates that the agreement is in effect
- Key contacts for each party
- A logic model depicting the relationship between planned activities and identified prevention goals (optional)

Background

This section contains a brief description of the agencies participating in the collaboration and named in the MOA, as well as any current or historical ties between partners.

Responsibilities Under This MOA

This section contains a brief description of how partners will work together (i.e., what they will be doing), as well as individual partner responsibilities. It can also describe expectations for meetings and communication (e.g., frequency and approach), and the types of management and decision-making processes that will be used. It may also include descriptions of the following:

- **How information will be shared across agencies**, including any policies or procedures that inform and/or dictate the selected approach.
- Partner responsibilities related to **evaluation**, **data collection**, **data sharing**, and **reporting**.
- **Who has decision-making authority?** Some MOAs may benefit from a delineation of decision-making authority. For example, for an MOA between a law enforcement agency and a school district, it can be helpful to clarify the scope of law enforcement authority to enforce state, local, and federal laws on school grounds.

Funding

This section describes each partner's fiscal duties, if any, ensuring that these are consistent with the stated goals and planned activities.

Effective Date and Signature

This section describes when the agreement begins and how long it will last. Each party signs the MOA.

- **Duration of the Agreement**: This category includes the effective date that the agreement begins and how long it will be in effect, as well as circumstances under which the agreement can be modified or terminated.

- **Signatures**: The MOA is not considered in effect until all parties have signed it. Each party should keep an original signed copy.

Memorandum of Agreement Template

A generic template for an MOA is provided for you on the following pages. You may want to include additional sections depending on the nature of the agreement and the parties involved.

- As you develop your MOA, imagine that you are writing for someone who knows nothing about the collaboration. Be specific, but succinct; avoid jargon; and always provide partners with ample opportunity to review and provide feedback on early drafts.

- Identify partner responsibilities related to evaluation, data collection, data sharing, and reporting.

- Some MOAs may benefit from a delineation of decision-making authority. For example, for an MOA between a law enforcement agency and a school district, it can be helpful to clarify the scope of law enforcement authority to enforce state, local, and federal laws on school grounds.

MEMORANDUM OF AGREEMENT (MOA)

Between

(insert legal name of Party A) _____

And

(insert legal name of Party B) _____

This is an agreement between "*Party A*," hereinafter called

(insert commonly known name or acronym of Party A) _____

And "*Party B*," hereinafter called

(insert commonly known name or acronym of Party B) _____

I. *PURPOSE AND SCOPE*

The purpose of this MOA is to clearly describe the roles and responsibilities of each party as they relate to:

In particular, this MOA is intended to:

II. *BACKGROUND*

III. *RESPONSIBILITIES UNDER THIS MOA*

[Party A] shall undertake the following activities:

[Party B] shall undertake the following activities:

IV. *FUNDING*

This MOA does (does not) include the reimbursement of funds between the two parties (clearly describe details of funding agreement and reimbursement).

V. *EFFECTIVE DATE AND SIGNATURE*

This MOA shall be effective upon the signature of Parties A and B authorized officials. It shall be in force from _____ to _____ .

Parties A and B indicate agreement with this MOA by their signatures.

Name:_____

Title:_____

Party A:_____

Date:_____

Name:_____

Title:_____

Party B:_____

Date:_____

Reference: Education Development Center. (2013). *How do we create an agreement for working together?* (promoteprevent.org)

Tool 15: Developing an Elevator Pitch

There comes a time in every budding relationship where you will need to make "the ask"—that is, request a commitment from your potential partner to do something. This tool is designed to help you develop a compelling argument, or "elevator pitch," for why they should say "yes."

And while not every request will be made within the confines of an elevator, the term *elevator pitch* reminds us that these requests should be intentional and succinct, as if the elevator doors could open up at any moment.

What Makes a Good Pitch?

A good pitch anticipates and addresses the main questions a listener may have about what you are asking and why. Ultimately, every request involves a dialogue—listening is critical to understand the needs of potential partners and developing a relationship. But before that, you need to make your case. To do that, you need a pitch that describes the following:

- **The Three W's**: The who, what, and why of your message or request

- The **benefits** of collaboration to both you and your partner, and any **barriers** you've identified that could make it challenging to work together and how you plan to get past them.

- A **call to action** that clearly identifies what you are asking potential partners to do if they say yes.

Remember, a pitch that is effective in engaging one potential partner will not necessarily be right for another. Quality pitches are audience specific and tailored to address the audience's unique needs, values, and priorities.

Preparing Your Pitch

Here are some questions to help you develop a pitch that includes the key elements presented above.

Pitch Element	Questions to Help You Get There
Three W's	*Who* are you and who do you represent? *What* do you or your organization do? *Why* is your organization doing this work? What need are you serving?
Benefits and Barriers	How will the potential partner's participation benefit you and your organization? What is the value added to the potential partner in collaborating with you?
Call to Action	What specifically are you asking the potential partner's organization to do? What are the immediate next steps that you would like the potential partner to take?

As you develop your pitch, also make sure to:

- **Use your mission statement.** Referring back to your organization's mission statement, purpose, and core values will guide you in answering the three W's.

- **Craft a "hook" that gets attention.** Coming up with an attention-getting hook will pull in your audience and prepare them to hear your pitch.

- **Consider any recent political, social, and economic events that might influence your partner's receptivity to your pitch.** Pitches are not made in a vacuum, so it's important to look at the community context and climate, as these can affect how your pitch might be interpreted.

- **Avoid jargon.** "Insider" language—that is, terms, phrases, or acronyms specific to your organization or sector—may be confusing (at best) and off-putting (at worst). Take time to consider alternative ways to get your point across. Plain language is always best.

Practice Makes Perfect

Use the template below to create your own elevator pitch to a potential partner. Before delivering it, make sure to check the following:

- Is your pitch sensitive to your potential partner's needs, values, and priorities?

- Does your pitch contain jargon or words that are difficult to understand?

- Does your pitch take into account recent political, social, or economic events?

After answering these questions, revise your pitch accordingly, and then go put it into use!

Pitch Element	Leading Questions	Your Pitch
Three W's	***Who*** are you and who do you represent? ***What*** do you or your organization do? ***Why*** is your organization doing this work? What need are you serving?	
Benefits and Barriers	How will the potential partner's participation benefit you and your organization? What is the value added to the potential partner in collaborating with you?	
Call to Action	What specifically are you asking the potential partner's organization to do? What are the immediate next steps that you would like the potential partner to take?	

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