**Exhibit E Key Factors of Sustainability**

**No two sustainability planning processes are alike. Each grantee can tailor their plan to best meet their needs. These action steps will help grantees begin sustainability planning and they can use and/or adapt the questions and worksheets, thereby creating a process and plan that is appropriate for their program or services.**

**Eight Factors of Sustainability**

1. **Create an action strategy**
   1. Start planning early
      1. What does sustainability mean for grantees’ programs or services?
      2. What services or programs are priorities to sustain?
      3. How can these programs and services be sustained and evolve over time?
      4. What actions need to be taken to sustain these programs or services?
   2. Create a shared vision with partners and community leaders
      1. With the help of partners and community leaders, what does the grantee want to achieve from its program or services?
      2. Do partners share the grantee’s vision for the program or service?
      3. What are the shared visions and goals?
      4. What are the shared immediate and intermediate outcomes that the grantee expects from the program?
      5. What resources or support can partners offer to create and implement the shared vision?
   3. Incorporate sustainability activities into daily program operations
      1. Which staff members should be included in the sustainability planning efforts?
      2. How can sustainability discussions be incorporated into regularly scheduled staff meetings?
      3. How can sustainability be included as a core part of staff’s role and responsibilities?
      4. From where can they allocate resources to support sustainability planning and outreach?
   4. Create a sustainability plan
      1. Components of an effective sustainability plan
         1. Goals and objectives
         2. Description of services that will best address the needs of the community and the activities needed to achieve sustainability
         3. Timelines for implementing activities and achieving the goals
         4. Names of person(s) responsible and resources needed to accomplish goals
         5. Measures of success and outcomes expected
   5. Incorporate measures of success into the sustainability plan
2. **Assess the environment**
   1. Embed continuous assessments throughout the life of the program or service
   2. Identify focus areas for conducting an environmental assessment
      1. What are the program’s or service’s current strengths and how do these relate to the environments in which they function?
      2. What are the current barriers or challenges and how do these relate to the environments in the programs or services function?
      3. What may be the program’s or service’s future strengths?
      4. What may be the program’s or service’s future challenges?
   3. Use the information gathered
3. **Be adaptable**
   1. Match services offered to community needs and uphold the fidelity or best practice of the model be implemented
      1. Are there high-need areas in the community they serve, and how are they changing, economically, socially, demographically?
      2. How do these changes affect the programs and services grantees offer with respect to the manner, location, and type of service/program offered?
      3. What are grantees doing to respond to these changes? What do they need to do?
      4. Is there new research and/or evaluation data or information that identifies new approaches they can or should use?
   2. Create opportunities for innovation and utilization of successful practices
4. **Secure community support**
   1. Formulate a communication approach and message
   2. Promote the program and its services
   3. Use program leaders, strategic partners, and community champions to share the program’s or service’s message
5. **Integrate programs and services into local infrastructure**
   1. Streamline service delivery, policies, and practices
   2. Integrate programs, services, and practices into the broader community fabric
6. **Build a leadership team**
   1. Identify strong internal leaders
   2. Keep organizational leaders engaged and secure their commitment
   3. Identify external community champions
   4. Promote leadership development
7. **Create strategic partnerships**
   1. Develop strategic partnerships
   2. Assess existing partnerships continuously
   3. Establish a shared vision and commitment to sustainability
   4. Engage partners to help market program success
   5. Leverage partner resources
8. **Secure diverse financial opportunities**
   1. Review the program budget to identify core activities and services
   2. Identify and seek funding opportunities
   3. Develop a strategy for securing funding
   4. Create a budgetary line item
   5. Build fundraising and grant writing capacity