

PROGRAM SUSTAINABILITY RESOURCES FOR MAKE IT IN AMERICA GRANTEES

You made it! As the end of the original Make it in America (MIIA) grant period approaches, you have developed meaningful partnerships, trained workers for the jobs of the future, and improved your local economy by helping local manufacturers expand and bring jobs back home. By working together, you and your partners are strengthening the manufacturing sector and making your communities a more attractive place to do businesses. These are great accomplishments; now, the question is how can you and your fellow MIIA grantees keep this momentum going and ensure long-term success once federal investment comes to an end?

Over the last year, the MIIA Technical Assistance Team has encouraged grantees to begin considering this important question through [resource briefs](#), [e-newsletters](#), and webinars focused on the topic of program sustainability. The resources below will help you gain a deeper understanding of the importance of sustainability planning and assess the sustainability of their MIIA programs. The resources include program sustainability models, toolkits and assessments, in addition to sample sustainability plans and examples from the field. We hope that MIIA grantees will use this information to assess their program's capacity for sustainable impact. A follow-up group discussion with a subject matter expert will enable grantees to share the results of their assessments and receive feedback on overcoming common challenges. Grantees will then be encouraged to create a sustainability outline for their MIIA project, which will be shared during a peer-to-peer learning exchange on sustainability in June 2016. Through these efforts, we hope that MIIA grantees will develop and implement a sustainability plan that leads to positive change and helps companies to continue making it in America for many years to come.

WHAT IS PROGRAM SUSTAINABILITY?

[Beyond the Finish Line: Planning for Sustainability](#)

This webinar explains the concept of sustainability and why it is important, states the factors that promote program sustainability, and provides concrete strategies for increasing program sustainability.

[Built to Last: Planning for Programmatic Sustainability](#)

This tip sheet was created jointly by the Office of Adolescent Health and Family and Youth Services Bureau to give guidance to grantees on building a program to sustain. It defines sustainability and offers best practices for addressing common challenges to programmatic sustainability.

[Troubleshooting Guide: Not Enough Money to Sustain the Program or Initiative](#)

This guide addresses common problems faced by those doing community work. This chapter offers resources and reflection questions to help clarify the issue of programmatic sustainability. Topics covered

include finding regular programmatic support, promoting the program, financial stability, institutionalizing a program, and more.

[Strategies for Grant-Funded Program Sustainability](#)

These presentation slides from Utah State University Cooperative Extension provide an introduction to program sustainability. It describes who should be responsible for sustainability, when to start thinking about program sustainability, how to plan for the future, fundraising strategies, and more.

[Strategies for Sustainability of Grant-Funded Programs](#)

This document addresses key questions and strategies to sustain programs initially funded by grants that now need local buy-in to continue.

[Life After a Grant: The Exit Strategy](#)

This brief article describes how and when to think about program sustainability and explains why this is important.

[Sustainability: An Overview](#)

This document presents four principles that can help nonprofit boards and executive staff to think about how their organization can include attention to sustainability in both strategic planning and everyday operations.

HOW DO YOU MEASURE AND MONITOR PROGRAM SUSTAINABILITY?

Building Sustainability – Organizational Assessment

In this three-part series, grantees will learn the role organizational assessments play in sustainability. [Part 1](#) examines how organizations can use assessments to start the process of capacity building and sustainability. [Part 2](#) discusses organizational assessment tools organizations can use when making decisions. [Part 3](#) discusses how to successfully implement an organizational assessment process that leads to positive change.

[Incorporating Sustainability Activities into Your Daily Program Activities](#)

Follow the path in this flow chart to help you figure out how you can incorporate sustainability planning into your daily program operations.

WHAT IS SUSTAINABILITY PLANNING?

[Tools for Sustainability](#)

Sustainability of programs, especially those supported by time-limited funding, is a common dilemma. This paper gives a context for a broad understanding of sustainability and describes a sustainability planning process. This four-pronged approach to sustainability goes beyond finding replacement dollars to include a focus on policy change, institutionalization of programs, and community buy-in. Worksheets and tools are provided for these processes.

[Creating Your Sustainability Plan](#)

This training includes several steps that an organization can implement when engaging in a sustainability planning process. The first, “Getting Started,” includes questions that organizational leadership should answer in order to position the organization for sustainability. The second, “Build your Case for Support,” will walk your organization through a process to determine who is most likely to support you and how you can tailor your message to that audience. The third and fourth, “Develop Strategies for Establishing Partnerships” and “Develop Strategies for Maintaining Partnerships,” will assist you in achieving one common goal for forming a sustainable project: creating partnerships that both support your organization’s mission and make you more attractive to potential donors. The fifth, “Develop Strategies for Resource Development,” provides a thorough list of resource development options for you to consider.

[Creating an Effective Plan for Your Sustainability Efforts](#)

This short article describes the key elements of an effective sustainability plan.

[Sustainability Planning for the Future](#)

This webinar for Youth CareerConnect grantees addresses myths about sustainability and describes the four pillars of sustainability, which can be used as a framework to develop a sustainability plan.

SUSTAINABILITY PLANNING MODELS

[Sustaining Comprehensive Community Initiatives: Key Elements for Success](#)

This strategy brief presents The Finance Project’s eight-part sustainability framework. It is intended to help policymakers, program developers and other stakeholders at both state and community levels identify the basic resources needed and address the strategic decisions necessary to sustain promising comprehensive community initiatives. This brief is designed to assist a range of stakeholders, regardless of their initiatives’ programmatic focus.

[Leaving a Legacy: Six Strategies for Sustainability](#)

This document provides a comprehensive overview of sustainability strategies and resources within a framework that helps you create and develop your own sustainability work plan.

[The Georgia Health Policy Center Sustainability Framework](#)

Why do some community programs achieve sustainable impact while others do not? Learn about the components that contribute to success.

EXAMPLES FROM THE FIELD

[H-1B MIIA Grant: A Case Study on Sustainability](#)

Make it in America grantee Incite Incorporated (formerly Job Growers Incorporated) shares the best practices that helped the organization create an innovative, self-sustaining program serving participants.

[June 2015 H-1B Make it in America E-Newsletter](#)

This issue of the e-newsletter features two stories describing the steps MIIA grantees are taking to sustain their programs. It also includes tools and resources on sustainability planning.

[Sustaining Your YouthBuild Program](#)

This edition of *HUD Effective Practices* highlights Operation Fresh Start and its ability to survive after the federal dollars have run out. A resource sustainability guide to get additional funding, support and training is also included.

[Practice Brief: CIAP Grantee Strategies for Sustainability](#)

The grantees of the Community Innovations for Aging in Place (CIAP) program have seen successes and challenges. While much can be learned from things that “don’t work,” this brief builds on lessons learned from a sampling of projects that appear to have successfully transitioned from CIAP grant funding to new sources of support, allowing them to continue the work, albeit sometimes in modified form.

[Reflection by Ralph Smith about What Sustainability Means, Why it is So Important](#)

As Making Connections – the Casey Foundation’s decade-long initiative to improve outcomes for children and families living in destitute neighborhoods – matured, focus on sustaining the work long-term accelerated. In this reflection, Ralph Smith, the foundation’s Vice President, lays out the core principles of and success factors for shifting day-to-day management of the initiative from Casey to local partners.

SAMPLE SUSTAINABILITY PLANS

[Sustainability Action Plan](#)

This sample plan shows action steps you can take during your first year to help improve the long-term sustainability of your program.

[Sustainability Plan and Report](#)

This plan was developed by the Colorado State Sector Energy Partnership, a recipient of the U.S. Department of Labor’s State Energy Sector Partnership and Training Grant.

SELF-ASSESSMENTS

[Building Toward Program Sustainability](#)

This checklist was developed to help grantees assess the degree to which they are planning and implementing strategies to sustain their programs once initial funding ends.

[Sustainability Formative Self-Assessment Tool](#)

This tool provides a process to help your team reflect on how well your program is currently positioned for sustainability. Descriptions of the terms used in the tool’s rubric and instructions on interpreting the results of the assessment are available [here](#).

[Sustainability Toolkit Checklist for Service Providers](#)

There are several factors that are key to sustainability, including data collection and program design, data analysis and reporting, organization, staff training and retention, partnership, community interaction/support/marketing, and funding. This checklist will help organizations determine whether they have the tools and resources needed to prove program effectiveness, tell others about your program's capacity and accountability, form and maintain collaborative relationships with partners, build community support, and fund your program for long-term sustainability.

[Sustainability Tool](#)

This free online tool is designed to help staff, managers, funders, and evaluators measure a program's capacity for sustainability by rating it across eight sustainability domains and viewing an automated summary Sustainability Report of the results. The results can be used in conjunction with [this sustainability action planning template](#) to develop a sustainability plan.

[Program Sustainability Assessment Tool](#)

This tool will enable you to assess your program's current capacity for sustainability across a range of specific organizational and contextual factors. Your responses will identify sustainability strengths and challenges. You can then use results to guide sustainability action planning for your program.

[Sustainability Assessment](#)

This Sustainability Assessment from the Office of Adolescent Health (OAH) will help you gauge your organization's capacity and readiness to be sustainable.

[Sustainability Planning Worksheet](#)

Originally presented at the 2016 Trade Adjustment Assistance Community College and Career Training (TAACCCT) Convening, this worksheet provides a framework to develop a sustainability plan. It helps grantees consider what and how to sustain policies, practices, and specific programmatic designs.

WORKBOOKS AND TEMPLATES

[Planning Sustainability: Impact Beyond Grant Funding](#)

This website features a variety of useful presentations and training handouts related to sustainability including a case for funding worksheet, an implementation plan template, a sample sustainability plan, and more.

[Sustainability Workbook](#)

This workbook from Colorado Partners for Sustainable Change provides strategies and tools for developing a sustainability plan. It will help organizations identify what to sustain, write case statements for elements to be sustained, consider funding and resource strategies, develop an action plan, and identify training and technical assistance needs to execute the sustainability plan.

[Bringing the Future into Focus: A Step-by-Step Sustainability Planning Workbook](#)

This is a step-by-step guide to producing a sustainability plan that addresses program services, program needs, costs and budgeting, and funding strategies.

[Diversifying Fundraising Strategies: Ensuring Long-Term Program Sustainability](#)

This template offers strategies and questions to consider as you create a sustainability plan for your program.

SUSTAINABILITY TOOLKITS

[Sustainability Toolkit](#)

This Sustainability Toolkit was designed to support grantees awarded under the High Growth Job Training Initiative and Community-Based Job Training Grants, but is useful to any grantee wishing to expand partnerships and leverage resources to continue an effective initiative after the initial Federal investment comes to an end. This toolkit will help you prepare for organizing and developing your own sustainability plans, and includes materials highlighting potential strategies, promising practices, key questions, guides and tips.

[Toolkit for Veteran Employment and Training Programs](#)

This toolkit will assist employment staff and agency leadership in improving services for veterans. The information in the toolkit will augment your efforts to deliver much needed training services and examine ways to improve the sustainability of your program.

[Sustaining Grassroots Community-Based Programs: A Toolkit for Community- and Faith-Based Providers](#)

This toolkit is designed to help grassroots community- and faith-based organizations develop sustainable organizations and program services. The toolkit provides helpful information to guide sustainability planning efforts, samples of tools, and actual fill-in-the-blank “planning templates” and worksheets. The e-toolkit is organized in six, stand-alone, how-to components: introduction; organizational assessment and readiness; effective marketing strategies; financial management; sustainability training strategies (fund development and fund raising); and results-oriented evaluations. Each component provides strategic, practical, and useful information to begin the sustainability planning process.

[Sustaining Improved Outcomes: A Toolkit](#)

The objective of this toolkit is to help individuals and organizations formally plan for sustaining improved outcomes. This NYSEHealth-supported toolkit presents 12 factors and a set of tools that can contribute to the sustainability of improved outcomes. Designed to get both grantees and funders to consider sustainability from the onset of their grant projects, the toolkit provides resources and tools to help integrate sustainability strategies and practices into all stages of the grant process.

ADDITIONAL RESOURCES

[Leaving a Legacy Wheel](#)

Developed by the National Center for Mental Health Promotion and Youth Violence Prevention, this website provides the tools, strategies, and techniques that will support grantees to lead change in their systems and their communities through achieving program goals and objectives. Click on the words within the outer wheel to find definitions of sustainability, models of sustainability, FAQ's, a self-assessment of your program's progress towards sustainability, and examples of grantee approaches to sustainability. Click within the wheel to explore different strategies for sustainability.

[A Resource Guide for Enhancing Potential for Sustainable Impact](#)

This guide was developed to help development practitioners enhance the sustainability of their programs' impact through practical guidance and tools that could be applied to existing program design and management processes. It offers a useful resource that can help implementing organizations, local partners, donors, and other stakeholders better understand how a "sustainability lens" can be applied practically throughout the life cycle of a project through effective management, capacity strengthening, and implementation of practical transition strategies. It helps orient program managers to promising practices, common pitfalls, and flexible guidance and adaptable tools that can inform the most effective sustainability strategy for their program context.