

APPENDIX

APPENDIX A: SUSTAINABILITY ASSESSMENT

Planning for sustainability is critical to positioning adolescent health programs and services to thrive and have continued impacts over time. This Sustainability Assessment from the Office of Adolescent Health (OAH) will help Teen Pregnancy Prevention (TPP) and Pregnancy Assistance Fund (PAF) grantees gauge their capacity and readiness to be sustainable.¹ The Sustainability Assessment is part of a several resources developed for the Office of Adolescent Health (OAH) grantees, which provides guidance to help programs and services achieve sustainable impacts.

THE SUSTAINABILITY ASSESSMENT TOOL

This tool includes statements relating to the eight key factors of sustainability. For more context and additional background on these factors, please review OAH's [Building Sustainable Programs: The Framework](#). By critically assessing your efforts, you may discover that there are strengths in some areas, but see opportunities in others. Don't worry! A low score for any particular factor does not indicate that you are unable to create positive impacts within the community. You should use this assessment as a stepping stone to identify areas for improvement and strengthen your sustainability planning efforts going forward.

HOW TO COMPLETE THE ASSESSMENT

It should take approximately 45-60 minutes to complete this assessment. Respond to as many questions as possible. For each, circle the number that best reflects your current practices. You will tally the total scores for each factor to determine where your planning efforts fall within that factor. Use the space provided next to each question to jot down any additional information or data sources that support your response. This additional information may be useful to you later as you develop your

Your assessment responses will identify your strengths and areas for greater focus. You should complete this assessment **after** reviewing [Building Sustainable Programs: The Framework](#) and **before** reading and completing the worksheets in [Building Sustainable Programs: The Resource Guide](#). By assessing your program's sustainability preparedness prior to working through the *Resource Guide*, you will be better positioned to use the *Resource Guide* in a way that will optimize your sustainability planning efforts.

¹ The assessment was adapted, in part, from two open source sustainability assessments: The Finance Project. (2007). Investing in the sustainability of youth programs: An assessment tool for funders. <http://www.financeproject.org/Publications/FundersTool.pdf>; and Center for Public Health Systems Science. (2012). Program Sustainability Assessment Tool. Washington University George Warren Brown School of Social Work: St. Louis. <https://sustaintool.org/>.

sustainability plans. Consider completing this assessment periodically, at least annually, to determine what progress you have made towards reaching your sustainability goals.

WHO SHOULD COMPLETE THIS ASSESSMENT?

For some organizations, it may be appropriate to have the program director complete this assessment alone, but in many instances, the program director may consider convening the internal leadership team to reflect and complete the assessment together. It may also be appropriate to ask different individual staff members to complete sections that are specific to their work or expertise. Some organizations may want to invite their external partners to contribute to parts of the assessment, as well.

YOUR SUSTAINABILITY READINESS SCORE

After completing the assessment, tally your score for each section. Each response is weighted equally in the **Score Key**, but some questions may touch on areas that are of greater import for you and your program. You can use the “notes” sections next to each question to indicate those areas that are particularly relevant or important to your work. Then use the **Score Key** at the end of this document to determine your next steps in planning for sustainability. You can use your results to help you determine how you will focus your sustainability planning efforts going forward and how you will use the accompanying *Resource Guide*, which provides practical tools and guidance on building your sustainability plan.

SCALE: 0 = Have not begun.
2 = Have begun to implement this.

1 = Are in the planning phases.
3 = Have made solid progress in implementing this.

FACTOR 1					
CREATE AN ACTION STRATEGY					
					Notes
We developed a sustainability plan early in the implementation of our program or services.	0	1	2	3	
We have a shared understanding of what sustainability means for our program or services.	0	1	2	3	
We have an individual or team to focus on sustainability planning efforts.	0	1	2	3	
We identified our sustainability goals.	0	1	2	3	
We identified ways to measure whether our sustainability plan is successfully implemented.	0	1	2	3	
Our program goals and vision are shared and understood by our key partners and stakeholders.	0	1	2	3	
We embed sustainability planning efforts into our everyday activities (e.g., board meetings, staff meeting, continuing learning opportunities, etc.).	0	1	2	3	
We have a long-term sustainability plan.	0	1	2	3	
Our long-term sustainability plan contemplates how we will make sustainable impacts in our community, which may go beyond a single program or service.	0	1	2	3	
We periodically revisit our sustainability plan and make modifications based on changing internal or external circumstances.	0	1	2	3	
We have used the information we have gathered from assessing the environment to inform sustainability planning efforts.	0	1	2	3	
TOTAL	What was your score?				

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FACTOR 2

ASSESS THE ENVIRONMENT

Notes

We examined community needs to determine whether our programs or services remain relevant and useful to the community.	0	1	2	3
We revisit our assessment of community needs in relationship to our services on a regular basis.	0	1	2	3
We use data to improve our services with respect to community needs.	0	1	2	3
We assessed the environment within our organization and how it supports sustainability planning.	0	1	2	3
We revisit our assessment of our organization on a regular basis.	0	1	2	3
We assess our relationships in the community and how they help our sustainability efforts.	0	1	2	3
We periodically revisit our assessment of community partnerships.	0	1	2	3
We have assessed our current funding situation.	0	1	2	3
We identified new funding opportunities through our assessment of our financial environment.	0	1	2	3
We continue to regularly reassess the funding environment in which we work.	0	1	2	3
We assessed the political environment of our community and how it affects our programs or services.	0	1	2	3
We continue to regularly reassess the political environment of our community and how it affects our programs or services.	0	1	2	3
We used the information we gathered from assessing the environment to inform sustainability planning efforts.	0	1	2	3

TOTAL

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FACTOR 3 BE ADAPTABLE						Notes
When seeing changes in our community's environment, we explore how these changes may affect our programs and services (such as changes in demographics, the economy, etc.)	0	1	2	3		
When considering a change in programs or services, we assess how modifications may affect the fidelity of the model or best practice we use.	0	1	2	3		
We modify our programs or services to the match the community's changing needs.	0	1	2	3		
We stay abreast of relevant innovations, promising practices, and research that relate to our programs and services.	0	1	2	3		
When appropriate, we strategize about ways to incorporate innovative and/or evidence-based and evidence-informed practices into our service delivery system.	0	1	2	3		
We use data to inform whether to modify or discontinue certain programs or services.	0	1	2	3		
TOTAL					What was your score?	

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FACTOR 4

SECURE COMMUNITY SUPPORT

Notes

We have an outreach plan that we follow to help strengthen our reputation in the community.

0 1 2 3

We develop strong and compelling messages for community members and partners about our program.

0 1 2 3

We include evaluation results and data to demonstrate our successes to key stakeholders.

0 1 2 3

We engage external partners and champions to share our message.

0 1 2 3

We engage current and former participants or clients in our community outreach efforts.

0 1 2 3

We increase community awareness of issues relevant to our work and demonstrate our value to the public.

0 1 2 3

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FACTOR 5
INTEGRATE PROGRAM SERVICES INTO COMMUNITY
INFRASTRUCTURES

Notes

We strive to make our operations cost-effective and efficient to seamlessly deliver programs and services to the community. 0 1 2 3

Our services and programs are well-integrated and supported in the operations of our larger organization. 0 1 2 3

Our programs or services are supported by our partners and outside community organizations. 0 1 2 3

Our programs or services are embedded in and used by other community organizations. 0 1 2 3

Local community organizations are committed to continuing to use our programs or services in their organization. 0 1 2 3

TOTAL

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FACTOR 6

BUILD A LEADERSHIP TEAM

Notes

We have a well-defined leadership team to help us accomplish our mission. 0 1 2 3

Our organizational leadership is engaged in helping us accomplish our program or service mission. 0 1 2 3

We regularly provide organizational leadership with information about our successes and challenges. 0 1 2 3

Our organizational leadership is knowledgeable about our work and is able to promote it in the community. 0 1 2 3

Our external partners are a part of our leadership team. 0 1 2 3

We have external champions who help promote our program or services to the community. 0 1 2 3

Our pool of external champions is diverse and can speak to different audiences about our work. 0 1 2 3

We offer capacity building opportunities for staff, partners, and key stakeholders to build their leadership skills. 0 1 2 3

TOTAL

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FACTOR 7

CREATE STRATEGIC PARTNERS

Notes

We have an outreach plan for developing and securing strategic partnerships.	0	1	2	3	
We have a diverse list of strategic community partners who help promote our programs or services.	0	1	2	3	
We involve a diverse group of community stakeholders in our work.	0	1	2	3	
We regularly seek out new strategic partnerships in the community.	0	1	2	3	
Our roles and responsibilities are clear within the partnerships we have established.	0	1	2	3	
We communicate regularly with our strategic partners.	0	1	2	3	
Our strategic partners are involved in program planning and evaluation.	0	1	2	3	
Our community partners and stakeholders understand and support our work.	0	1	2	3	
Our community partners are committed to the sustainability of our programs or services beyond the Federal funding period.	0	1	2	3	
Our community partners and stakeholders help market our program and share our successes.	0	1	2	3	
TOTAL					What was your score?

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FACTOR 8: SECURE DIVERSE FINANCIAL OPPORTUNITIES					Notes
We review our programs and services to identify additional funding needs.	0	1	2	3	
We regularly strategize about securing future resources.	0	1	2	3	
We have staff members who regularly dedicate time to search for private and public funding opportunities.	0	1	2	3	
We leverage our strategic partnerships and other relationships in the community to help identify and secure funding.	0	1	2	3	
We leverage our strategic partnerships and other relationships in the community to help identify and secure in-kind support and donations.	0	1	2	3	
Our program is funded through a variety of sources.	0	1	2	3	
We have a long-term financial plan in place.	0	1	2	3	
We periodically revisit or adapt our financial plan to changing circumstances.	0	1	2	3	
TOTAL					What was your score?

TALLY YOUR SCORE

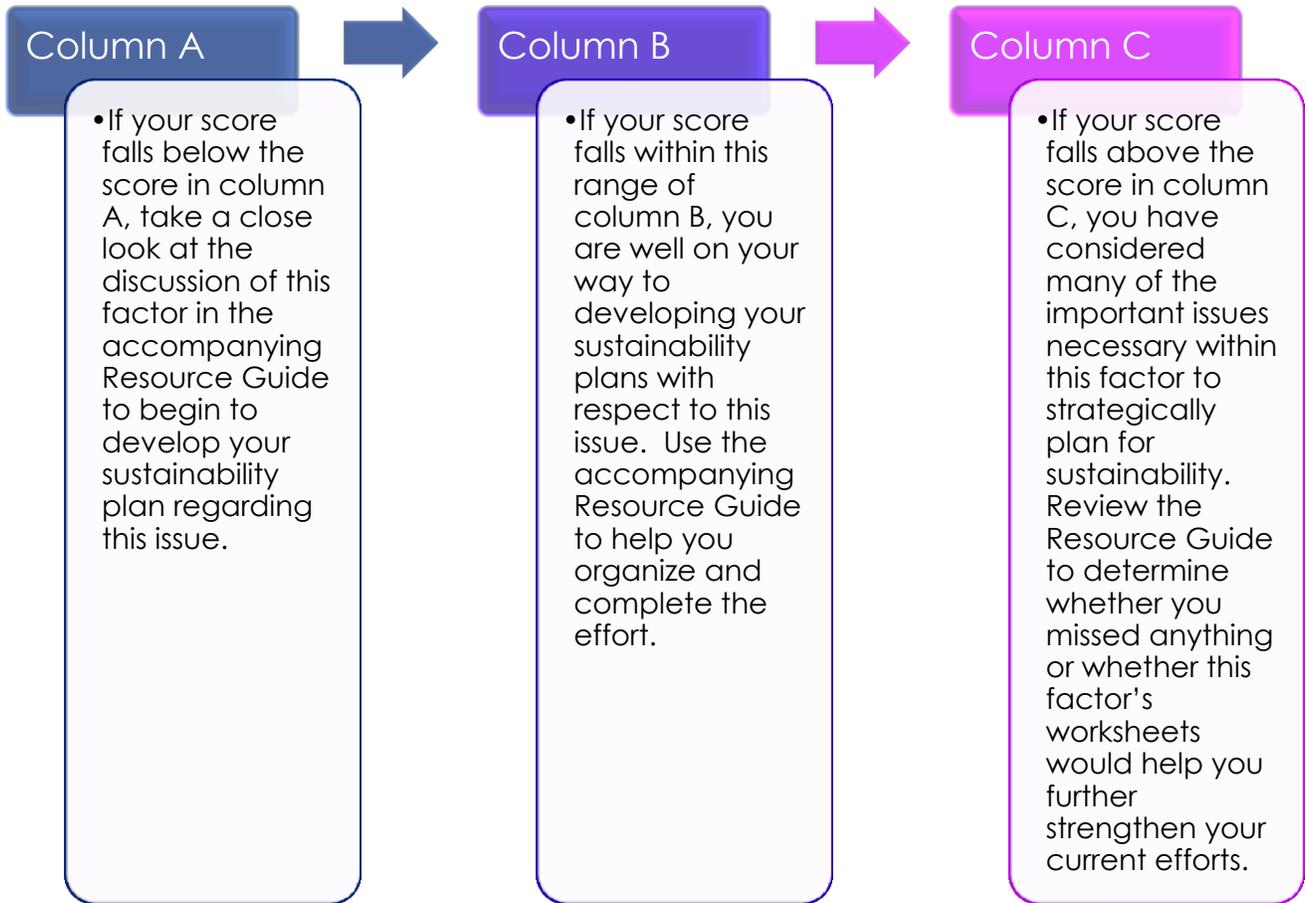
Tally your score for each section. Use this **Score Sheet** below and the **Score Key** on the following page to determine your next steps in planning for sustainability. You can use your results to help you determine how you will focus your sustainability planning efforts going forward and how you will use the accompanying *Resource Guide*, which provides practical tools and guidance on building your sustainability plan.

SCORE SHEET

	Column A	Column B	Column C
<p>Factor 1: Create an action strategy</p> <p>•SCORE:</p>	Less than 16	16-26	Over 26
<p>Factor 2: Assess the environment</p> <p>•SCORE:</p>	Less than 21	21-31	Over 31
<p>Factor 3: Be adaptable</p> <p>•SCORE:</p>	Less than 9	9-14	Over 14
<p>Factor 4: Secure community support</p> <p>•SCORE:</p>	Less than 9	9-14	Over 14
<p>Factor 5: Integrate program services into the community infrastructure</p> <p>•SCORE:</p>	Less than 8	8-12	Over 12
<p>Factor 6: Build a leadership team</p> <p>•SCORE:</p>	Less than 11	12-19	Over 19
<p>Factor 7: Create strategic partnerships</p> <p>•SCORE:</p>	Less than 15	15-24	Over 24
<p>Factor 8: Secure diverse financial opportunities</p> <p>•SCORE:</p>	Less than 11	12-19	Over 19

SCORE KEY

Using the score sheet on the previous page, determine which factors of sustainability planning you should focus your efforts on.



VISUALIZE YOUR SCORE

To plot your sustainability assessment, use the scores from each of the factors to fill in the wheel graph below. Individual segments within the wheel show where the numbers should be colored. Using these marks, color in the segment(s) that are within the range of your scores for each factor. Continue to plot your scores for all eight factors and use the following key to interpret your results.

