

A PRIMER FOR

# A SUSTAINABILITY TOOLKIT FOR PREVENTION

## USING GETTING TO OUTCOMES™



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# Introduction to the Sustainability Toolkit

## Problem

In the course of developing effective prevention efforts that meet your community needs, you have built a coalition from among a range of constituencies, identified and developed resources, recruited personnel, and obtained results. You want to sustain the momentum, so...

### *How do you keep up the good work?*

Sustainability is more than having enough money to continue working, although financing is one of many important factors that affect ongoing success. Researchers are finding that sustainability encompasses a number of important factors which, if attended to as part of a larger comprehensive systems approach to sustainability, can boost prevention practitioners and coalition longer-term success. Some of these factors include acceptance of sustainability as an ongoing, adaptable change process which should be fully integrated into normal operations to achieve maximum benefit to stakeholders.

## Solution

Sustainability takes more than success at meeting prevention goals or the ability to secure perpetual funding. Research shows that thriving, long-lived prevention coalitions are robust and nimble. Even as they embrace change and innovation, they become so integrated with day-to-day operations (routinized) that they provide long-term benefits to the full range of stakeholders (e.g., coalition members, youth).

*The Sustainability Toolkit for Prevention Practitioners Using Getting To Outcomes* (hereafter referred to as the **Sustainability Toolkit**) sorts the issues into a sequence of nine questions, each addressed by completing the associated worksheets and tools. It shows you how to use the information to derive and evaluate a plan of action tailored to the unique needs of your coalition. Then, it offers a process of ongoing reevaluation and adjustment.

The toolkit is the product of collaboration between the Pacific Institute for Research and Evaluation (PIRE) and Community Anti-Drug Coalitions Across Tennessee (CADCAT) through funding from the Tennessee Strategic Prevention Framework (SPF) State Incentive Grant (SIG). The SPF SIG grant awarded to Tennessee in October 2004 is being administered by the Tennessee Division of Alcohol and Drug Abuse Services in the Department of Mental Health and Developmental Disabilities.

## What Sustainability Looks Like

Research into successful and sustainable prevention interventions has identified five requisite elements in which our work is grounded:

**Capacity** describes the coalition's potential for conducting and sustaining their work.

## Introduction to the Sustainability Toolkit

**Infrastructure** refers to effective and adequate coalition attributes, including organizational support, policies and procedures, links, leaders, champions, resources, data collection, and expertise.

**Interventions** encompass the prevention strategies, programs, policies, and practices used to prevent or achieve a result.

**Routinization** describes the process of integrating infrastructure and interventions into your coalition's normal operations.

**Benefits to diverse populations** become the ultimate aim of spreading the effects of your coalition efforts, promoting long-term, ongoing benefit—not only to the community or specific targets of intervention efforts—but also to the to the full-range of stakeholders themselves.

Our theory of change for working to achieve sustainability incorporates the five elements described above into a process which emphasizes the importance of building all of a prevention system's capacities (including those of its stakeholders) as well as ensuring the adequacy of key characteristics of infrastructure and interventions. We believe sustainability is a major undertaking which requires a clear set of goals, a supportive set of tools, and eventually, training, technical assistance, and quality assurance/quality improvement.

The **Sustainability Toolkit** is a larger document which contains all of the source material behind our concepts and assumptions as well as a thorough explanation of all the tools we've designed to assess capacities, infrastructure and intervention characteristics for the purpose of designing, implementing and evaluating a plan to build sustainable coalitions. We have also designed training and technical assistance to support the development and ongoing improvement of sustainability plans. This primer is an orientation document to our sustainability process, intended for training use.










### A Process for Building Sustainability

To help you more easily develop and implement a sustainability plan, we integrate our planning ideas with Getting To Outcomes (GTO). GTO is a ten-step process for comprehensive planning, implementation, and evaluation that helps community prevention initiatives achieve their desired goals. GTO bridges the gap between research and practice. Using the GTO process, organizations articulate, identify, plan, and measure every aspect of their programs and its results, thus attaining and demonstrating a level of accountability that secures credibility and supports sustainability.

We use GTO question 10 as a jumping off point and ask “If your program is successful, how will it be sustained?” We've recast the first nine original GTO questions in a sustainability context to help you address specific issues we outline as important to your work. As we consider each question—first as it relates to your coalition's capacity and then with respect to specific infrastructure and prevention interventions you are considering for sustainability—we will show you how to use the associated tools to derive practical answers, assess existing capacities, and develop a sustainability plan tailored to the needs of your coalition..

## Introduction to the Sustainability Toolkit

Here are the nine sustainability questions:

-  1. What conditions must be assessed to determine if sustainability is possible?
-  2. What are the sustainability goals and desired outcomes?
-  3. What promising sustainability practices can be used to achieve goals and desired outcomes?
-  4. How do the promising sustainability practices fit?
-  5. What resources are needed to implement the promising sustainability practices?
-  6. What is the plan for sustainability?
-  7. How will the implementation quality of sustainability plans be assessed?
-  8. How well did the sustainability plan work?
-  9. How can the sustainability process be continuously improved over time?

The following graphic depicts how we see your work flow through our nine sustainability questions. Though the components are numbered for ease of identification, the sustainability process provides the flexibility to start at any step and proceed from there. In fact, the cyclical design illustrates the fact that efforts to perpetuate sustainability requires ongoing planning (1-6) and reevaluation and adjustment (7-9).





## Introduction to the Sustainability Toolkit

Members are encouraged to augment what's outlined in the primer with your own ideas and information. Your collective wisdom and commitment to process will help you achieve the long-term benefit to diverse populations that defines sustainability.

### Establish a Workgroup

The first important step is to get started with recruiting a sustainability workgroup within an established coalition who will take responsibility for overseeing the entire sustainability process. A **workgroup** of 3-10 individuals selected from your member organizations should equitably represent stakeholders and their constituencies. Sustainability is best achieved through an open and diverse organization making and implementing a sustainability planning process.

The workgroup will need to first **select a facilitator** who can oversee the process, bringing forth ideas and information from the collective experience and wisdom of all members. The facilitator also needs to be someone who will give the time and effort to methodically prepare for each session.

You need to **select a data coordinator** who will attend each session and take possession of the flash drive we provide for compiling the data electronically. The data coordinator needs to be someone with moderate skill level using Microsoft Excel, the application we used for completing all the tools that are contained on the **flash drive** accompanying the toolkit.

You may also need to include from time-to-time individuals who might be considered a **most knowledgeable person** about the coalition and its work or about specific topics of use to your process.

The workgroup needs to **use a computer**. Bringing a laptop to each session will simplify the data coordinator's job, allowing for data entry in the course of each session. A laptop in combination with an **LCD projector** can also be used to show slides of each tool or other training support materials as needed.

**Other elements** include access to hard copies of the tools and writing materials. For some sessions, additional documentation, existing plans, marketing materials, or statistics may be needed. And, last but certainly not least, you need a meeting place convenient to all workgroup members.

### Completion calendar

We suggest you follow work through the **Sustainability Toolkit** in eight sessions over the course of eight months.. The timeframe shown in the chart below allows for a steady work pace which might reasonably be compressed into a shorter time frame depending on how your workgroup proceeds. The calendar assumes implementation of your sustainability plans between months four and five.

## Introduction to the Sustainability Toolkit

Meeting Number	Tasks Completed	Month
Before the process begins	Facilitator workshop Set up workgroup	
1	Assign workgroup roles, agree to meeting rules and processes, and establish relationships. Identify infrastructure or intervention (or one of each) candidates for sustainability.	1
2	Question 1 and Tools 1A &1B; determine sustainable infrastructure/intervention	2
3	Question 2 and Tools 2A &2B	2
4	Question 3 and Tool 3	3
4	Question 4 and Tool 4	3
4	Question 5 and Tool 5	3
5	Question 6 and Tool 6	3
6	Question 7 and Tool 7	6
7	Question 8 and Tools 8A -8E	8
8	Question 9 and Tool 9	8

### Sustainability Workgroup Focus

Upon completing the training that goes with the toolkit and primer, your sustainability workgroup will be able to use the materials in the ***Sustainability Toolkit*** to do the following:

- Connect vision, planning and outcomes.
- Make the most of available resources.
- Increase community relevance by involving more people more deeply.
- Distinguish activities that should be sustained from those that should *not*.
- Focus participant efforts.
- Build capacity and infrastructure.
- Develop and strengthen essential relationships.
- Revitalize your prevention programs.

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What conditions must be assessed?



# 1 What conditions must be assessed to determine if sustainability is possible?

## Purpose

Find capacity gaps in your prevention system and weaknesses in the infrastructure or intervention that interfere with your prevention coalition's efforts to achieve sustainability. Also identify strengths that can be used to address weaknesses.

## Overview

Your coalition and its members all must have the capacities necessary to build sustainability. Question 1 addresses your need to assess the capacities of both your stakeholders (i.e., awareness, commitment, and home organization support) as well as system capacities (i.e., administrative structures, resources, leadership, policies and procedures, planning mechanisms, and expertise). Question 1 also addresses the key attributes of your infrastructure and interventions which must be identified and strengthened in order to achieve sustainability as well.

Once you've completed the two tools associated with Question 1, you will have identified weaknesses and strengths in your potential for sustainability. Then you will know exactly where the workgroup needs to focus attention and what your baselines are for designing a plan and eventually evaluating your sustainability efforts.

**Tool 1A: Capacity Pre-Assessment** helps you collect information about the current capacities of coalition members and prevention systems.

**Tool 1B: Infrastructure/Intervention Pre-Assessment** helps you collect information about current levels of different characteristics and adequacy of infrastructure and interventions being considered for sustainability.

## Why This Stage is Important

Completing both of these tools will provide adequacy ratings to help you:

- Specify stakeholder and system capacity strengths and weaknesses.
- Specify strengths and weaknesses of infrastructure/intervention characteristics.
- Understand more about the coalition's performance in important areas such as cultural competence.

## What conditions must be assessed?



- List areas targeted for sustainability efforts.

### Completion Calendar for Question 1



We recommend that your workgroup complete these tools in the second meeting during month two with assistance from the data coordinator. The ultimate goal is consensus, whether members jot down their responses first, break into groups, or plunge right in to group discussion.

Meeting 2 (during month 2): Tasks	
<input type="checkbox"/>	<b>Reintroduce</b> members, reestablish relationships, and confirm roles.
<input type="checkbox"/>	<b>Review</b> the discussion and assignments from the first meeting. Talk about the terms associated with your sustainability efforts
<input type="checkbox"/>	<b>Prepare</b> for assessments by reading through Question 1 in the <i>Sustainability Toolkit</i> to learn about capacities, infrastructure and intervention
<input type="checkbox"/>	<b>Get familiar</b> with tool instructions, who will be filling tools out, and how to use the tools provided on the flash drive
<input type="checkbox"/>	<b>Establish</b> a system for maintaining completed tools and records
<input type="checkbox"/>	<b>Complete</b> Tool 1A
<input type="checkbox"/>	<b>Complete</b> Tool 1B
<input type="checkbox"/>	<b>Determine</b> sustainable infrastructure/interventions
<input type="checkbox"/>	<b>Determine</b> gaps or weaknesses that emerged through Question 1, which help prioritize work to come
<input type="checkbox"/>	<b>Make a list</b> of infrastructure/interventions that are adequate or marginally adequate



### Tool 1A: Capacity Pre-Assessment

Tool 1A reveals the adequacy of individual stakeholder and system capacities. These capacities affect and reflect attitudes among individual members and member organizations which affect coalition sustainability.

## What conditions must be assessed?



Tool 1A will serve as a pre-test for to help you establish a baseline. Later in Question 8, you will repeat this assessment using Tool 8A as a post-test to help you measure progress on the implementation of your sustainability plan.

### Ready set go

**The facilitator** is prepared to lead a discussion of this tool.

**Workgroup members** examine the tool and prepare to discuss it.

**The data coordinator** has a laptop with the flash drive spreadsheet open to Tool 1A.

### Complete Tool 1A

Depending on the size and composition of the workgroup, you might find it stimulates conversation if members mark their own copies for each of the questions.

If anyone is confused about the meaning of a question, discuss and compromise on an interpretation if necessary. This way you can avoid bogging down in what may ultimately prove unimportant.



### Compile results

As you reach consensus on each question and sub-part, the data coordinator compiles all results on the spreadsheets on the flash drive. When the electronic spreadsheet receives the data, the tool calculates adequacy ratings and populates tools going forward.



## Tool 1B: Infrastructure/Intervention Pre-Assessment

Tool 1B guides you through the process of assessing the characteristics of infrastructure or interventions that you are interested in sustaining. You begin by naming the two most important needs it is designed to address and then rating effectiveness at meeting them. From then on, the tool asks you to rate function in different situations and with different entities.

Tool 1B will serve as a pre-test for to help you establish a baseline. Later in Question 8, you will repeat this assessment using Tool 8B as a post-test to help you measure progress on the implementation of your sustainability plan.

## What conditions must be assessed?



If your coalition is assessing both the infrastructure *and* an intervention, you will complete two copies of Tool 1B. As additional interventions are adopted and considered for becoming a viable element of a prevention system, your assessments can be repeated.

### Ready set go

**The facilitator** is prepared to lead the discussion.

**Members** of the workgroup examine the tool and prepare to discuss it.

**The data coordinator** has a laptop with the flash drive spreadsheet open to Tool 1B.

### Complete Tool 1B

Depending on the size and composition of the workgroup, you might find it stimulates conversation if members mark their own copies for each of the questions.

If anyone is confused about the meaning of a question, discuss and compromise on an interpretation if necessary. This way you can avoid bogging down in what may ultimately prove unimportant.

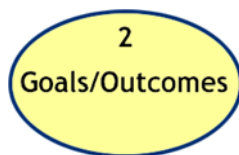
**Note:** For the category “determination of intervention effectiveness,” information will be provided to the workgroup by evaluators.



### Compile results

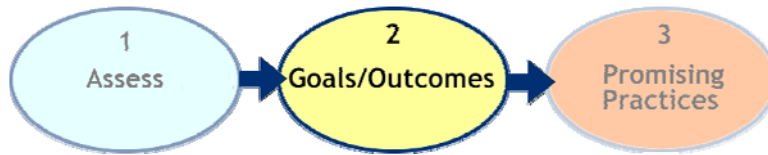
As you reach consensus on each question and sub-part, the data coordinator compiles all results on the spreadsheets on the flash drive. When the electronic spreadsheet receives the data, the tool calculates adequacy ratings and populates tools going forward.

## Coming Up Next



### What are the sustainability goals and desired outcomes?

The adequacy rating results you get from using the tools in Question 1 will now help you perceive gaps and needs so you can identify priorities for attention. The results should also help you reach specific conclusions about what needs to change, for whom, and in what timeframe so that your work can become sustainable. While the Question 1 tools focus on identifying gaps and weaknesses your coalition should address, the areas of strength which emerge can also be used as important building blocks to help you address gaps. The assessment results and priorities you set as a result will form the basis of your sustainability goals and outcomes.



## 2 What are the sustainability goals and desired outcomes?

### Purpose

Your answers to this question will help you identify and articulate specific changes that your coalition needs to make in order to achieve sustainability.

### Overview

Your coalition increases the likelihood of sustainability by attaining a succession of **goals** and **outcomes** designed to address the weaknesses you identified in Question 1. The long-term goals identify sustainability for which the short-term goals lay the foundation and include:

1. Ensure adequate stakeholder and system capacities (short-term).
2. Ensure sustainable infrastructure and interventions (short-term).
3. Routinize sustainable infrastructure and interventions (intermediate).
4. Benefit targeted stakeholders (long-term).

With assessment results from Question 1, you will use the next two tools to identify specific areas of weaknesses preventing your coalition from achieving the first two goals. The tools guide you through a process of examination from which outcomes emerge that are appropriate to the specific needs of your group. These outcomes constitute measurable changes in knowledge, attitudes, and behaviors necessary to achieving the next two goals—routinization and long-term benefit to the stakeholders—by which we define and measure sustainability.

**Tool 2A: Capacity Outcomes** reveals areas for stakeholder and system capacity building

**Tool 2B: Infrastructure/Intervention Outcomes** identifies areas for change in these two elements.

### Why This Stage is Important

Upon completing these tools, you will be able to:

- Describe in clear statements the specific, measurable goals and desired outcomes that will help you plug gaps.

## What are the sustainability goals and desired outcomes?



- Move toward Question 6 which brings together all your findings in order to build a solid basis for implementing your sustainability plans.
- More easily evaluate your progress later and ultimately, we hope, achieve sustainability.

### Completion Calendar for Question 2



Question 2 starts the process of decision-making essential to building a stronger prevention coalition and system at the community level. During this session you will be asked to identify beneficiaries and set deadlines for change. It's important, therefore, that all participants focus on the material covered in your review of Question 1 and discussion of relevant findings from other sources. The material informs your work on each tool.

Meeting 3 (during month 2): Tasks	
<input type="checkbox"/>	<b>Review results</b> from Question 1 tools regarding capacities, and infrastructure and interventions to be sustained before completing the next set of tools.
<input type="checkbox"/>	<b>Review relevant results</b> from other sources such as evaluation reports before completing the next set of tools
<input type="checkbox"/>	<b>Complete Tool 2A: Ensure adequate capacities</b> by completing the tool and analyzing goal 1, arriving at consensus through discussion, and compiling summary results on the spreadsheet.
<input type="checkbox"/>	<b>Complete Tool 2B: Foster sustainable infrastructures and interventions</b> by completing the tool and analyzing goal 2, arriving at consensus through discussion, and compiling summary results on the spreadsheet.
<input type="checkbox"/>	<b>Analyze Goal 3: Foster routinization</b> by discussing the 10 questions which describe key practices .
<input type="checkbox"/>	<b>Discuss key results</b> from the tools as part of looking ahead to what details will need to go into the plan.



## Tool 2A: Capacity Outcomes

### Goal 1: Ensure adequate sustainability capacities

Tool 2A helps you identify outcomes that will increase stakeholder and system capacities found lacking in Question 1. These capacities bear on attitudes for change and essential cultural competence.



## Ready set go

**The facilitator** is prepared to encourage candor in identifying capacities and deciding on changes to make in areas the group rated inadequate or marginally adequate during the last session.

**Workgroup members** may find it useful to mark individual copies of Tool 2A at the beginning of the discussion.

**The data coordinator** has laptop with the flash drive spreadsheet open to Tool 2A.

## Complete Tool 2A

Adequacy rating data entered on Tool 1A displays in summary on Tool 2A. Capacities rated inadequate or marginally adequate are checked.

The group begins by identifying specific targets for improvement under **What needs to change?** For each item checked, the group then needs to discuss ways to effect each change by answering the questions **For whom (and how many)**, and **By when?**

Upon reaching consensus, you will have established your priorities for achieving adequate stakeholder and system capacity.

### **Compile results**

The data coordinator compiles the agreed-upon text into the right-side column of Tool 2A.

## **Tool 2B: Infrastructure/Intervention Outcomes**

### **Goal 2: Ensure sustainable infrastructure and interventions**

Tool 2B helps you identify specific outcomes associated with improving infrastructure or intervention characteristics that the Question 1 process showed to be lacking.



If you are assessing both the infrastructure *and* an intervention, you will complete two copies of Tool 2B.

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## Ready set go

**The facilitator** is ready to lead a clear-eyed examination and selection of specific infrastructure or intervention components to target for change in areas that were rated inadequate or marginally adequate.

**Workgroup members** may find it useful to mark individual copies of Tool 2B before starting the discussion.



The data coordinator has a laptop with the flash drive spreadsheet open to Tool 2B.

### Complete Tool 2B

Adequacy rating data entered on Tool 1B displays in summary on version of Tool 2B. Characteristics rated inadequate or marginally adequate are already checked under adequacy ratings.

The group begins by identifying specific targets for improvement under **What needs to change?** For each item checked, the group then needs to discuss ways to effect each change by answering the questions **For whom (and how many)**, and **By when?**

**Note:** For the category “determination of intervention effectiveness,” you will need to fill in the column titled **What needs to change?** based on the workgroup’s review of Tool 1B, section E which was compiled by evaluators.

Upon reaching consensus, you will have established your priorities for ensuring a sustainable infrastructure or intervention.



### Compile results

Once consensus is achieved, the data coordinator compiles the outcomes statements onto the right-side column of the Tool 2B on the flash drive spreadsheet.



### Coming Up Next

What promising sustainability practices can be used to achieve goals and desired outcomes?

The sustainability practices you will be considering as you work through the tool in Question 3 will help you examine a range of options associated with strengthening sustainable stakeholder and system capacities, infrastructure, and interventions.



## 3 What promising sustainability practices can be used to achieve goals and desired outcomes?

### Purpose

By the close of this session, your coalition will have selected one or more promising sustainability practices for building ample stakeholder and system capacities and developing resilient interventions or infrastructure.

### Overview

Basing improvements to your work on promising sustainability practices appropriate to your coalition offers reliable and efficient support to your planning process. Among the key tactics recommended, we view working in culturally competent ways as especially important to help build trust throughout the coalition and the community. All of the recommended sustainability practices have the potential to help your coalition increase its reach and attract participation.

We expect promising practices in the context of prevention interventions to be evidence-based with published research to document success. However, in the case of sustainability, the research is limited or non-existent so you need to consult with colleagues who have been successful in building coalition capacity and implemented and continued infrastructure (e.g., administrative policy) and/or prevention interventions. Probably, you're already incorporating a number of the promising practices we describe. The Question 3 tasks and tool, therefore, draws on and rewards stakeholder wisdom and experience. Prominent among the practices incorporated into the tool is the institution of this very workgroup into an ongoing sustainability practice providing assessments and responding to change.

Answering Question 3 will help you link desirable outcomes and identified sustainability needs from Question 2 with promising sustainability practices. Your discussion will conclude with the workgroup agreeing on specific tasks, persons responsible, and deadlines for implementing or enhancing sustainability practices.

### Why This Stage is Important

Upon completing **Tool 3: Promising Sustainability Practices**, your workgroup will have identified the following:

## What promising sustainability practices can be used?



- Sustainability practices your coalition needs to adopt for building adequate capacities, infrastructure, and interventions
- Priorities for practices that need attention and should become part of our sustainability plan
- Persons and time frames for instituting selected sustainability practices.

You will also apply some of what you discover here to your investigation of Question 4:  
**How do the promising sustainability practices fit?**



### Completion Calendar for Question 3

Though the calendar below deals exclusively with Question 3, we suggest that your group combine agendas and complete the closely related Questions 3-5 during a single session, perhaps placing breaks between the discussions for each question.

Meeting 4 (during month 3): Tasks
<input type="checkbox"/> <b>Review current plans</b> and marketing materials before completing Tool 3 to determine their usefulness .
<input type="checkbox"/> <b>Review current capacities and plans</b> within the coalition for all resources to help you assess current levels and areas in need of attention when you complete Tool 3.
<input type="checkbox"/> <b>Complete</b> Tool 3.
<input type="checkbox"/> <b>Review promising sustainability practices</b> identified to determine if additional resources are needed.
<input type="checkbox"/> <b>Discuss ways</b> that implementation tasks can be accomplished.
<input type="checkbox"/> <b>Consider how</b> key tasks, people responsible for getting them done and due dates fit with other coalition schedules and plans.



## Tool 3: Promising Sustainability Practices

Tool 3 is divided into two parts. The first section allows you to determine appropriate promising practices for addressing outcomes to produce adequate stakeholder and system capacities. The second section allows you to do the same for each piece of infrastructure and/or intervention which are the focus of your sustainability plans.



## Ready set go

The **facilitator** is prepared to lead a discussion of this tool.

**Workgroup members** examine the tool and prepare to discuss it.

The **data coordinator** has a laptop with the flash drive spreadsheet open to Tool 3.

## Complete Tool 3

Start by reviewing the **adequacy ratings** and **what needs to be changed** from Tools 1A and 1B that will have carried forward into the flash drive version of Tool 3. Remember – only those areas assessed as in need of the coalition’s attention will be checked.

Read through the **recommended sustainability practices and actions to be implemented** specific to each outcome rated in need of attention. Once the workgroup reaches consensus on which recommended practices should be implemented for targeted outcomes, the data coordinator can enter information in the far right-hand column identifying key tasks, persons responsible and due dates for selected activities.



### Compile results

Once consensus is achieved, the data coordinator compiles all results on a single copy of the worksheet.

When the promising sustainability practices most in need of attention have been identified, there is a table in the **Sustainability Toolkit** on page 20 that provides some potential resources to explore to help move your work forward.



## Coming Up Next

### How do the promising sustainability practices fit?

You will examine the promising sustainability practices the group has selected, and decide if they fit your coalition. And, if you identify barriers to ease of adoption, you will decide what more you can do to make them compatible with your members and their activities.



## 4 How do the promising sustainability practices fit?

### Purpose

Looking at general issues of fit gives the workgroup a good sense of ways any promising sustainability practices your group selects will be compatible with your plans, ways they won't, and what you can do to improve the connection between the aims of the coalition as well as its the needs of the organizational members .

### Overview

Fit reflects compatibility between activities and participants. For purposes of the coalition promoting sustainability, fit refers to establishing a positive connection between coalition efforts and member desires. A good fit ensures that the selected sustainability practices use resources efficiently while working with and promoting existing efforts. It also upholds the values of the stakeholders, promotes cultural relevance, and provides a natural basis for community support.

**Tool 4: Determine Fit of Promising Sustainability Practices** organizes group conclusions about their ability to achieve fit.

### Why This Stage is Important

Assessing fit will help your workgroup identify:

- Potential barriers and roadblocks that might stall your work
- Key areas with an already high degree of fit
- Ways to reduce or avoid duplicating resources and effort
- Changes that will increase cultural competence and enhance fit
- Strategies and solutions for improving fit and strengthening your sustainability plans

Once you resolve issues around fit, you will proceed to Question 5 through which you will determine what is required to acquire any resources you still need.



### Completion Calendar for Question 4

Though the calendar below deals exclusively with Question 4, we suggest that your group combine agendas and complete the closely related Questions 3-5 during a single session, perhaps placing breaks between the discussions for each question.

Meeting 4 (during month 3) : Tasks
<input type="checkbox"/> Review the promising sustainability practices
<input type="checkbox"/> Discuss aspects of fit as they relate to culture, demographics, coalition member values and practices, the missions of the member organizations and the coalition, stakeholder priorities.
<input type="checkbox"/> Fill out or discuss the <i>Identify Roadblocks</i> worksheet before moving onto Tool 4
<input type="checkbox"/> <b>Complete Tool 4</b>
<input type="checkbox"/> Review the section titled “How to Increase Fit” in the <b><i>Sustainability Toolkit</i></b> on page 14 once the tool is completed.
<input type="checkbox"/> Decide if you need to modify any of the promising practices selected in Question 3.

### Worksheet: Identify Roadblocks

We’ve collected a list of common barriers to adopting any otherwise promising sustainability practice. Completing the worksheet will clarify potential impediments to achieving success with your group’s chosen practices, and it will help you develop possible solutions. Areas in question include:

- Turf wars and competition
- Bad history
- Failure to act
- Dominance or lack of participation by professionals
- Poor links to the community
- Minimal coalition capacity
- Funding problems
- Failure of leadership
- Costs outweighing the benefits



### Ready set go

**The facilitator** has considered the issue of roadblocks and is ready to stimulate a frank discussion of those that might affect fit.

**Workgroup members** have copies of the worksheet or can see the explanations of the possible roadblocks. The workings and resources of their organizations are fresh in their minds.

**The data coordinator** has a clean hard copy of the worksheet or an electronic copy on a laptop.

### Complete the worksheet

Decide which of the roadblocks listed applies to potential barriers to fit. Identify the issues raising each barrier and the means of solving it.



#### Compile results

The data coordinator will document the conclusions of the workgroup.



### Tool 4: Determine Fit of Promising Sustainability Practices

Whether your workgroup selected one promising practice or a dozen, you will respond to the questions in Tool 4 with regard to the practices as a group. Use information from the worksheet to inform your responses.

### Ready set go

**The facilitator** has made the 10 questions regarding fit available to all members.

**Workgroup members** are ready to agree upon unified interpretations of the three headings on the tool and then to contribute from their experience.

**The data coordinator** has a place to write down material gathered from the group or a laptop with the flash drive spreadsheet open to Tool 4.

### Complete Tool 4

Discuss each of the 10 questions in succession until you reach consensus on responses to the question in each heading:

1. What do we already know about this area?
2. What potential barriers have we identified to address and what is our plan for them?
3. What more do we need to do to achieve fit in this area?

Reaching consensus clarifies problems and solutions affecting the fit of any promising sustainability practices the coalition adopts.



### Compile results



When the group arrives at consensus, the data coordinator compiles all results onto Tool 4 on the flash drive. Also, any conclusions reached during the following discussion on *Increasing Fit* need to be saved in a text document.

## Increasing Fit

Here are some suggestions for increasing fit for the sustainability practices fit your coalition and its members:

- Revisit the outcomes you identified in Question 2 and refine them to include new targets for increasing fit.
- Review the potential promising practices you selected in Question 3 and change or modify them.
- Choose action items that can be dealt with relatively easily, for example by negotiating a new MOA between several groups.
- Appoint persons to make sure that short-term efforts are accomplished and give them deadlines.
- Determine which fit issues demand more extensive attention and should become strategies in your Question 6 sustainability plan.
- Stay current by periodically revisiting questions about fit.

### Coming Up Next



**What resources are needed to implement the promising sustainability practices?**

The final issue your coalition needs to consider regarding the adoption of promising sustainability practices is that of adequate resources: what does your coalition need and what will it take to get them.

What resources are needed?



## 5 What resources are needed to implement the promising sustainability practices?

### Purpose

With a good fit expected, the workgroup needs to identify the human, technical, financial, and partner resources that will be required in order to carry out the selected promising sustainability practices.

### Overview

A question in everyone's mind is, "Do we have what we need to succeed?" Naturally, you're not expecting to replace assets you already have, but instead to enhance or increase them. For each promising practice you plan to institute, you will need to know what resources will be required and how your coalition capacities measure up. This is partly a brainstorming session in which everyone contributes ideas for building, renewing, and sustaining resources essential to positive change.

If you are following the session suggestions in the **Sustainability Toolkit**, the work on Question 5 may take place in the same session as that for Questions 3 and 4.

### Why This Stage is Important

Addressing resource requirements for undertaking identified promising sustainability practices will clarify for your group:

- Key resources you already have and those you need
- Resource levels necessary
- Ways to engage the communities you serve to help increase the resources you need
- Sustainability plan components describing ways the coalition will obtain and maintain essential resources

### Completion Calendar for Question 5

Though the calendar below deals exclusively with Question 5, we suggest that your group combine agendas and complete the closely related Questions 3-5 during a single session, perhaps placing breaks between the discussions for each question.





Meeting 4 (during month 3): Tasks	
<input type="checkbox"/>	Discuss ways to determine the various resources that may be needed and forms that resources take: human, technical, financial and material, and partnership and linkage.
<input type="checkbox"/>	<b>Complete Tool 5</b>
<input type="checkbox"/>	Take some time to review Tools 3-5, and consider the implications for the sustainability plan you'll be developing next.



## Tool 5: Determine Resources

Similar to Tool 3 in which you selected specific promising sustainability practices, Tool 5 guides you to identify and determine how to acquire resources you need to enhance or implement those practices.

### Ready set go

**The facilitator** is prepared to provoke a creative discussion of essential resources and has made Tool 5 available to all members.

**Workgroup members** are open to exploring solutions to meeting needs that could prevent the coalition from implementing sustainability practices that promise success.

**The data coordinator** has a laptop with the flash drive spreadsheet open to Tool 5.

### Complete Tool 5

Tool 5 is divided into two parts. The first section allows you to determine what types of resources are needed depending on your targeted stakeholder and system capacity outcomes. The second section allows you to do the same for infrastructure and intervention factors which are the focus of your sustainability plans.

Groups addressing both infrastructure and an intervention will need to complete two copies of the second section.



### Compile results

Adequacy ratings from Tools 1A and 1B will have carried forward into the flash drive version of Tool 5. When the workgroup arrives at consensus at **what types of resources are needed**, the data coordinator will check all that apply on the flash drive version of Tool 5. The data coordinator will also enter as text in the column on the far

## What resources are needed?



right-hand side of the tool the workgroup’s conclusions about **what it will take to get or increase the identified resources**.

In preparation for the working on sustainability plan in the next question, the data coordinator needs to take a few minutes to compile and save text from Tools 4 and 5 onto the upcoming Tool 6. Remember – you are only transferring information relevant to those areas identified as needing attention. Specifically, from:

- **Tool 4** - copy text from the column on the far right, “What more do we need to do to achieve fit in this area?” and paste it into appropriate cells on Tool 6 under **Making these modifications to increase FIT**.
- **Tool 5** - copy text from the column on the far right, “What will it take to get or increase the resources we need?” into appropriate cells on Tool 6 under **Making these modifications to get RESOURCES**.

## Coming Up Next



### What is the plan for sustainability?

Having amassed your data by answering the first five sustainability questions, your group is ready to organize it into a sustainability plan, which you will then put into effect. Once implemented, your workgroup will evaluate the process (Q7), assess the outcomes (Q8), and enhance and determine ways to continuously improve your work over time (Q9).



What is the plan for sustainability?



## 6 What is the plan for sustainability?

### Purpose

By the end of this session, the workgroup will have formed a plan for achieving a sustainable coalition. You will be incorporating information and decisions from Questions 1-5 to lay out strategies for successfully adopting the promising sustainability practices you selected and achieving the goals and outcomes identified in Question 2.

### Overview

A detailed plan will keep your sustainability effort moving forward and help the workgroup track the components. It also provides transparency to coalition functioning in the form of a document that you can make available to the entire coalition membership, the community, policymakers, funding bodies, and partners.

Tool 6 will become your plan after inserting all requested information. It consolidates your assessment ratings, goals and desired outcomes, promising sustainability practices, techniques for achieving a good fit, and resource needs to implement the sustainability practices. It gives you the elements of a strategic plan, which you can turn into action, measure in terms of attaining routinization and benefiting targeted stakeholder, and adjust as needed.

**Tool 6: Develop a Sustainability Plan for Goals 1 and 2** combines the targeted outcomes and identified changes with selected practices modifications to increase fit, and resource acquisition efforts. The tool also helps you to flesh out the details of these activities.

### Why This Stage is Important

As you fully answer Question 6 you accomplish the following:

- Consolidate key information from prior tools.
- Address requirements of diverse groups.
- Map the road to accomplishing the four sustainability goals.
- Develop a means of monitoring progress.



### Completion Calendar for Question 6



The **Sustainability Toolkit** strives to remove the onerous aspects of “hashing out” a plan by substituting a simple and methodical process. If workgroup members are ready to fulfill commitments they make here and to see the plan through, you will produce a workable plan that they can take back to the coalition and its stakeholders, put into effect, and generate measurable outcomes and information.

While we recommend completing your plan in the same timeframe as working through Questions 3-5, your workgroup may decide to alter the completion calendar to better suit its own needs.

Meeting 5 (during month 3): Tasks	
<input type="checkbox"/>	<b>Gather and review all relevant findings</b> from previous tools, notes from discussions, and any other evaluation materials likely to supply pertinent information.
<input type="checkbox"/>	<b>Discuss the details of this question</b> including the tool before moving ahead
<input type="checkbox"/>	<b>Complete Tool 6</b>
<input type="checkbox"/>	<b>Outline</b> the sustainability plan
<input type="checkbox"/>	<b>Assign roles</b> for completing the planning document, introducing the plan to member organizations, putting the plan into practice, and monitoring and measuring outcomes.
<input type="checkbox"/>	<b>Begin implementing your sustainability plan</b>



### Tool 6: Develop a Sustainability Plan for Goals 1 & 2

Key pieces of the work you’ve already done in the previous five questions will be carried over into the flash drive version of Tool 6 including which outcomes are targeted for attention and what needs to change. The data coordinator should have already copied and pasted relevant text from Tools 4 and 5 about your plans to increase fit and resources for targeted outcomes. You will now be asked to flesh out the means of accomplishing identified tasks.



## What is the plan for sustainability?

### Ready set go

**The facilitator** has made sure that everyone has access to the other completed tools for reference as needed, is prepared to seek commitments from member organizations to complete each activity listed in the plan, and is ready to appoint volunteers to create the planning document.

**Workgroup members** are prepared to accept responsibility for completing the activities involved in instituting sustainability practices, whether that involves making personal commitments or seeing that specific tasks are accomplished by their member organizations.

**The data coordinator** will provide filled-in hard copies of all tools needed by the workgroup to complete Tool 6. The data coordinator also has a laptop with the flash drive spreadsheet open to Tool 6.

### Complete Tool 6

Tool 6 is divided into two parts for each of the two planning goals. **Part A** shows the targeted outcomes and checked boxes for **what needs to change** carried over from Tools 1A and 1B. Part A also repeats the list of recommended sustainability practices and actions to be implemented as a convenient reminder for the workgroup.

**Part B** repeats the targeted outcomes and includes the transferred information from Tools 4 and 5. The focus of the workgroup's attention will be on completing the details of the activities listed in far right-hand column as follows:

1. Who is responsible for completing the activities described?
2. Who will be the key participants in completing the activities?
3. Exactly what tasks will be specified as part of the sustainability plan?
4. What are the scheduled completion dates for the activities?
5. What materials and other resources will be needed to complete the activities?

Question 6 regarding whether there was **sufficient strength of practices and actions** will be answered *after* you have finished your evaluation of your sustainability plans and activities.



### Compile results

When the group arrives at consensus, the data coordinator compiles all results onto Tool 6 on the flash drive.

### Constructing a Plan

This meeting may end with only the skeleton of a plan. You may want to appoint a sub-committee to create the document that you follow. Member organizations will have created various plans and may have strong feelings about what constitutes a good plan. Regardless how you choose to finalize your starting document, the information you have amassed in the foregoing sessions needs to be organized into the following:



## What is the plan for sustainability?

- Introduction to the problem
- Analysis explaining process, methods, and findings.
- Project organization and timetable
- Budget and responsible personnel
- Method of monitoring each activity and measuring outcomes

## Coming Up Next



### How will the implementation quality of sustainability plans be assessed?

Some time after the sustainability plan has been put into effect, you'll be ready to look at the implementation of your work to assess the quality of the process you used. Tool 7 produces adequacy ratings for your implementation thus far. You will use these results to help you improve your sustainability plan.

How will the implementation be assessed?



## 7 How will the implementation quality of sustainability plans be assessed?

### Purpose

Question 7 introduces a protocol for determining how well the implementation process went when you implemented your sustainability plan. It constitutes a pause and an opportunity for course corrections. The process evaluation helps determine how well your plans were put into action and whether the people who participated were satisfied with the experience. It is also an important component of eventually determining if you achieved your sustainability goals and desired outcomes.

### Overview

The session begins with a discussion centered around two main questions about your implementation process for increasing capacities and sustaining infrastructure and/or interventions:

- Were the activities/promising sustainability practices implemented as planned?
- How well has the implementation been carried out?

**Tool 7: Process Evaluation** applies six questions to each of the outcomes you targeted for attention since Question 1:

1. Was a lead person in charge of implementation?
2. Did other people who agreed to participate actually do so?
3. Were identified practices implemented as planned?
4. Were the identified tasks implemented on time?
5. Were all the materials and resources needed actually acquired?
6. Were the sustainability practices strong enough to impact the targeted outcomes?



### Why This Stage is Important

Each of those promising sustainability practices you put into effect to help you reach your desired outcomes has had time to show some results. Rating each sustainability practice in response to the six questions gives you the following:

- A process adequacy rating for each outcome
- Ideas for mid-course corrections

The examination of your monitoring methods may provide the following:

- New methods for monitoring the plan and measuring implementation quality
- Monitoring policies and procedures the coalition should adopt to maintain function at a high level

### Completion Calendar for Question 7

This session must include an examination of the data in terms of troubleshooting the plan and re-evaluating the performance measures you instituted for it.

We assume implementation of your sustainability plan has taken place between months three through five. You may need to conduct some of your process evaluation *during* plan implementation; answering other questions might have to be done *after* your plans are done. As we've mentioned before, your workgroup can choose to modify the completion calendar to suit its needs.



Meeting 6 (during month 6): Tasks	
<input type="checkbox"/>	<b>Gather and review all relevant findings</b> from previous tools, notes from discussions, and any other evaluation materials likely to supply pertinent information before getting started.
<input type="checkbox"/>	<b>Complete Tool 7</b>
<input type="checkbox"/>	<b>Review</b> the ratings results and implement changes needed to improve sustainability plans.
<input type="checkbox"/>	<b>Determine</b> if process evaluation questions were easily answered.
<input type="checkbox"/>	<b>Determine</b> if plan monitoring is adequate or needs to be changed.



## Tool 7: Process Evaluation

Each outcome that was incorporated into the plan as a specific activity is subjected to six questions aimed at determining the adequacy of its implementation.

### Ready set go

**The facilitator** has made sure that everyone has access to the data monitors have gathered and to the other completed tools for reference.

**Workgroup members** are ready to cast a productively critical eye on the application of the activities to date. They will also contribute to an examination of implementation quality monitoring methods to be incorporated into coalition policy and procedures.

**The data coordinator** has a laptop with the flash drive spreadsheet open to Tool 7.

### Complete Tool 7

For each targeted outcome, complete a section of six questions by:

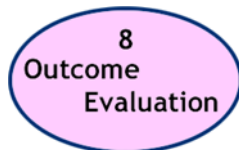
1. Considering the data gathered by the person responsible for monitoring the activity.
2. Discussing each question to arrive at consensus on the response.

The electronic version of the tool calculates and displays an adequacy rating at the completion of each group of six questions.



### Compile results

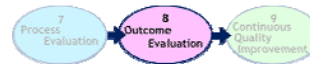
As the group arrives at consensus, the data coordinator compiles all results onto Tool 7 on the flash drive and reports the adequacy ratings emerging from each group of six questions.



## Coming Up Next

### How well did the sustainability plan work?

From the process evaluation, the focus shifts to weighing the outcomes themselves. Here, the workgroup decides if the sustainability plan sufficiently improved stakeholder and system capacities and enhanced the desirable characteristics of infrastructure or intervention targeted for sustainability. The workgroup also scrutinizes achieving the two remaining goals of routinization and benefits to diverse populations.



## 8 How well did the sustainability plan work?

### Purpose

It's time to scrutinize everything you've done to achieve sustainability including the promising practices and activities you instituted to fix and improve stakeholder and system capacities and the infrastructure or intervention characteristics, all of which you assessed as inadequate or marginally inadequate in Question 1. Are your plans performing as expected?

At Question 7, you evaluated the implementation process. Answering Question 8 produces an evaluation of the goals and desired outcomes themselves .

### Overview

During this session, you will methodically work your way through five tools whose end product is an assessment of the benefits derived from the activities in the plan. The first two tools recapitulate pre-assessment Tools 1A and 1B and now provide a post-assessment. The third tool provides a side-by-side comparison of your pre- and post-assessments, demonstrating the plan's effectiveness at achieving the two short-term goals:

**Goal 1:** Ensure adequate sustainability stakeholder and system capacities.

**Goal 2:** Ensure sustainable infrastructure and interventions.

The last two tools probe routinization and the ultimate benefits derived from the prevention coalition's infrastructure and intervention, demonstrating the plan's effectiveness at achieving the intermediate and long-term goals:

**Goal 3:** Routinize sustainable infrastructure and interventions.

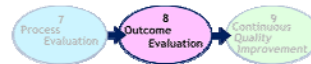
**Goal 4:** Benefit diverse populations (target stakeholders).

**Tool 8A: Capacity Post-Assessment** repeats Tool 1A as a post-test, providing a new adequacy rating of stakeholder and system capacities.

**Tool 8B: Infrastructure/Intervention Post-Assessment** repeats Tool 1B as a post-test, providing a new adequacy rating of the infrastructure or intervention characteristics.

**Tool 8C: Capacity & Infrastructure Rating Comparison** pairs pre- and post-assessment adequacy ratings, casting light on the plan's success.

## How well did the sustainability plan work?



**Tool 8D: Evaluate Routinization** applies routinization questions to the targeted infrastructure or intervention.

**Tool 8E: Perceived Benefits of Prevention Infrastructure and Intervention** measures success at benefiting target populations.

### Why This Stage is Important

This step helps determine how the activities your workgroup has adopted measure up in light of the four goals that need to be met in order to achieve a sustainable prevention coalition. Discussions of strengths and weaknesses let you know where you exceeded or fell short of the following goals:

- Ensure adequate stakeholder and system capacities.
- Ensure sustainable infrastructure and interventions.
- Routinize sustainable infrastructure and interventions.
- Benefit diverse populations.

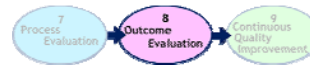
Your early assessments revealed areas in need of attention and most of your efforts in this sustainability process have been aimed at determining how best to address gaps and weaknesses. Obviously, you want to know if you have successfully fixed those weaknesses, thus achieving your goals and desired outcomes and if not, why not.

### Completion Calendar for Question 8



This session starts with general assessments and proceeds through increasingly specific explorations of outcomes from activities in your sustainability plan. Persons responsible for monitoring the activities need to have their outcomes measurements handy for the group to use throughout the meeting.

To get the most benefit from this process, we ask that you proceed through the tools sequentially with the data coordinator entering results as the group achieves consensus on each tool.



Meeting 7 (during month 8): Tasks	
<input type="checkbox"/>	Complete Tool 8A: Capacity Post-Assessment
<input type="checkbox"/>	Complete Tool 8B: Infrastructure/Intervention Post-Assessment
<input type="checkbox"/>	Review Tool 8C: Capacity & Infrastructure Rating Comparison
<input type="checkbox"/>	Complete Tool 8D: Evaluate Routinization
<input type="checkbox"/>	Complete Tool 8E: Perceived Benefits of Prevention Infrastructure and Interventions
<input type="checkbox"/>	Determine steps to be taken to adjust plans and achieve better results.



### Tool 8A: Capacity Post-Assessment

Identical to Tool 1A, this tool reveals your progress towards increasing the adequacy of individual stakeholder and system capacities *after* the coalition has addressed identified weaknesses.



### Tool 8B: Infrastructure/Intervention Post-Assessment

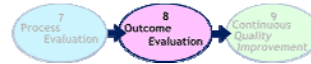
The twin of Tool 1B also guides you through a process of rating your progress in strengthening characteristics of the infrastructure or interventions chosen for attention. Reconsidering it again in terms of the two most important needs it was designed to address, you rate its function after the promising sustainability practices have had a chance to eliminate or reduce inadequacies.

#### Ready set go

**The facilitator** has made sure that everyone has access to the plan and the data that monitors have gathered.

**Workgroup members** are ready to evaluate the impact of the promising sustainability practices.

**The data coordinator** has a laptop with the flash drive spreadsheet open to Tools 8A and 8B.



## Complete Tools 8A & 8B

Depending on the size and composition of the workgroup, you might find it stimulates conversation if members mark their own copies of the tools. Through discussion the workgroup should agree on the final responses.

The electronic versions of the tools calculate and display adequacy ratings for each component as well as automatically tabulating the results in Tool 8C.



### Compile results

As the group arrives at consensus, the data coordinator compiles all results onto Tools 8A and 8B on the flash drive.



## Tool 8C: Capacity & Infrastructure Rating Comparison

Data auto-populates from Tools 1A and 1B as well as from Tools 8A and 8B, so that Tool 8C requires no action on the part of the workgroup.

### Ready set go

The **data coordinator** has either printed and distributed Tool 8C once Tools 8A and 8B were complete, projected it onscreen, or reported the resulting data so that the workgroup can mark individual hard copies.

### Review Tool 8C

Discuss the differences revealed in the paired ratings to note improved areas and areas still in need of attention.

Decide which areas and, subsequently, which parts of the sustainability plan need improvement.



### Compile results

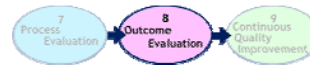
The data coordinator or the person responsible for taking notes at the meeting will document the discussion of short-term outcomes.



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New data, observations, and insights need to be saved and incorporated into any alterations of the plan.

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## Tool 8D: Evaluate Routinization

Routinization is achieved when the coalition has successfully incorporated a set of 10 practices into its regular, day-to-day operations. The more successful the routinization, the greater potential for sustainability over the long term.

### Ready set go

**The facilitator** is prepared to lead the workgroup through one set of all 10 questions on Tool 8D for each infrastructure and/or intervention the group has been working to improve.

**Outcomes monitors** for the plan are prepared to report relevant data regarding the activities they were responsible for tracking.

**Workgroup members** have or see onscreen Tool 8D.

**The data coordinator** has a laptop with the flash drive spreadsheets open to Tool 8D. You will need to fill out one copy of the tool for each infrastructure or intervention whose routinization the group evaluates.

### Complete Tool 8D

Discuss each question and any relevant support data to achieve consensus.



### Compile results

For each infrastructure or intervention evaluated, the data coordinator enters and saves a set of agreed-upon responses onto the electronic version of the tools. Once all 10 questions have been answered, a composite adequacy rating will be automatically calculated and displayed at the bottom of the tool.



## Tool 8E: Perceived Benefits of Prevention Infrastructure and Interventions

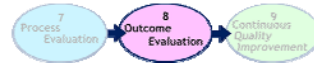
In this tool, the workgroup gathers perceptions of the benefits produced by the infrastructure and/or intervention practices implemented in the sustainability plan. The workgroup rates success in five areas for each activity.

### Ready set go

**The facilitator** is prepared to focus the workgroup on benefits to all stakeholders for each activity targeted.

**Workgroup members** are ready to reach consensus on perceived benefits, respecting the needs of all coalition member organizations.

## How well did the sustainability plan work?



The data coordinator has a laptop with the flash drive spreadsheet open to Tool 8E.

### Complete Tool 8E

Discuss the results of each activity in terms of the five areas of benefit until you arrive at consensus on each response.



### Compile results

For each activity, the data coordinator enters and saves a set of agreed-upon responses onto the electronic version of the tool. The flash drive version of the tool will automatically calculate an over all adequacy rating once the tool is completed.



### Coming Up Next

How can the sustainability process be continuously improved over time?

The results you obtained in the process of answering Question 8 provides the information you need to improve and maintain coalition sustainability over time. Using **Tool 9: CQI Summary**, the workgroup will establish a way of regularly fine-tuning its sustainability plans.



## 9 How can the sustainability process be continuously improved over time?

### Purpose

In the final session, the workgroup inaugurates a feedback mechanism, which you can invoke every time you need to examine the impact of your sustainability process. Tool 9 reviews material from the eight previous questions, eliciting lessons learned and suitable future improvements.

### Overview

Consulting completed copies of the tools for all eight questions as needed, you will respond to questions that probe the impact of your sustainability efforts.

**Tool 9: CQI Summary** presents qualitative questions for each of the previous sustainability questions addressed by the tools.

### Why This Stage is Important

Completing Tool 9 clarifies sustainability activities that are working and activities that need work. Upon completing the tool you will have ideas for supporting coalition organizations in their commitment to an ongoing process of examination and improvement in areas affecting sustainability.

### Completion Calendar for Question 9

The discussion you hold in response to your review of the eight sustainability questions brings out satisfactions and dissatisfactions workgroup members feel about these proceedings. It serves as a means of debriefing as well as providing feedback. In so doing, it's likely to stimulate substantive ideas for further effective sustainability practices.





Meeting 8 (during month 8): Tasks	
<input type="checkbox"/>	<b>Discuss</b> any concerns that have emerged out of the outcome results compiled while answering Question 8.
<input type="checkbox"/>	<b>Complete Tool 9: CQI Summary</b>
<input type="checkbox"/>	<b>Determine</b> whether or not change is warranted to the sustainability process or plan. Plot a course of action.



## Tool 9: CQI Summary

Each question the workgroup probed in the previous eight sessions is held up for assessment one more time. In this case you will explore lessons and suggestions derived from dealing with each area.

### Ready set go

**The facilitator** has provided a means for each member to review each tool as it relates to a question.

**Workgroup members** are prepared for an honest appraisal of effort and reasonable commitment to future efforts.

**The data coordinator** has a laptop with the flash drive spreadsheet open to Tool 9.

### Complete Tool 9

Facilitate discussion of each of the previous sustainability questions using the prompts in the column titled **summary of main points to consider**. The appropriate tools to help inform your discussion are referenced for each question in Tool 9.

The workgroup should reach consensus for each area as they discuss:

1. Ideas from considering the main points or lessons learned
2. How the workgroup will use what's been learned to improve its work



### Compile results

As the group arrives at consensus, the data coordinator compiles all results onto Tool 9 on the flash drive.



## Coming Up

The cycle continues as you return to your starting place.

A coalition will want to periodically work through the nine questions again to improve the sustainability of new infrastructure and prevention interventions. At this point, we hope you've made considerable progress, addressed the areas you slated for change, and enhanced your prevention efforts.