

Sustainability Plan Outline

Section I. Executive Summary (1 – 2 pages)

Purpose: To capture the readers' attention and summarize the highlights of the plan. This is your first opportunity to make a compelling case for sustaining your effort. In one or two pages, this section typically includes **brief** descriptions of:

- **Background:** Network's history, vision and desired results; and the unique role it plays in the state.
- **Current Status and Progress to Date:** Network's mission, goals, and key strategies; governance and staffing; current partnerships; and successes to date.
- **Future Plans and Timeframe:** Outline of future plans and timelines for accomplishing your goals; summary of strengths and advantages of your network.
- **Financial Status and Financing Plan:** Resource plan, showing investments to date; descriptions of needed additional resources and brief overview of plans for obtaining the resources.

Writing tip: The information to be included in this section is gathered from Sections II-V of the plan, described below. Come back to this section after you've finalized those sections.

Section II: History, Progress, and Future Plans (3-5 pages)

Purpose: To provide general background and answer key questions about the network. This section can include the following subsections:

- **Background:** History and development of the network, including where, why, when and by whom it was established, and the basic organizational structure.

Writing tip: Progress reports that you have prepared for funders may be helpful, particularly those sections that describe the implementation of the network. It will be important to make the case for why the state needs a statewide afterschool network. This is an ideal place to describe the vision/mission statement and the outcomes outlined in your logic model.

- **Current Status:** Describe key partnerships and the strategies and activities you employ, highlighting innovative approaches. Describe the progress you are making toward the outcomes you are trying to achieve and major accomplishments.

Writing tip: Highlight the main elements of the network as well as any information on your progress thus far. This is your opportunity to highlight what is unique about the network, and why it is important to sustain. Include a concise description of the major network elements included in your logic model. Progress to date would include data on your short- and long-term outcomes, performance measures, descriptive information on the progress you have made and the impact you are having in the state.

- **Future Plans:** Discuss what it is that you want to sustain over the next five years, including the scope and scale of your work. Describe how these goals build on past successes and are well formulated to contribute to desired outcomes, and how you will measure progress.

Writing tip: Include a description of your network’s key plans for the next several years including your scale decisions and any significant changes to your work (Worksheet IV in Module II).

Section III: Achieving Our Goals: Strategic Considerations (3-5 pages)

Purpose: To show that you understand how the external environment affects the network, and to demonstrate adequate internal capacity to accomplish the network’s goals.

- **Environmental context:** This section typically discusses current political, economic, labor market, demographic, social and other trends, threats and opportunities which may have an impact on your success, and how you plan to effectively respond to, as well as proactively influence, the context in which your network operates.

Writing tip: A number of contextual issues have come up in the course of the planning process (see Worksheet 1 in Module IV). These include:

- *Political Developments*
- *Economic and Funding Trends*
- *Demographic Trends*
- *Policy Trends*

Be sure to highlight the developments or trends, and their implications for the work of the network.

- **Strategic Directions.** The section discusses the network’s plans to build additional support and leadership geared towards supporting the implementation of the initiative’s financing strategies.

Writing tip: During the Module IV discussion, the planning team developed a number of stakeholder engagement strategies focused specifically on sustainability of the network. Describe the strategies you developed here, and be sure to limit focus the discussion here on how these strategies will contribute to the network’s sustainability.

- **Internal capacity:** This section addresses governance, leadership, staffing, communications, information/evaluation systems and the overall infrastructure of the network.

Writing tip: First, use existing documentation you have to briefly outline the governance and staffing of the network as well as to highlight the roles of your key partners. Then highlight the issues and strategies that came up during the “internal systems” discussion

in Module IV. For example, you might provide an overview of the board's membership, highlighting the wide range of stakeholders whose support the network's leaders have been able to successfully garner, as well as an overview of staffing of the network. Then highlight any future changes you plan to make to governance, staffing, communications, or administrative infrastructure.

Section IV: Financing Plan (4-6 pages)

Purpose: To show potential investors or partners that investments will be used responsibly and wisely to contribute to the success of your network. This section presents your assumptions about future funding needs, and your plan for meeting those needs. It should include the following subsections:

Fiscal Needs – Describe what it is that you want to sustain and what that will cost.

Writing tip: Use the cost estimates developed in Module III and describe what you want to sustain. For example, you may describe your needs as wanting to continue your current work while phasing in a slow expansion of efforts in some key areas (e.g., the network may be planning to phase in support of a set of regional networks) so that the network will be well positioned in the future to successfully advance a proposal for dedicated state funding.

Current resources and gaps to be filled – Describe the resources you have available to meet your fiscal needs – how much, through what timeframe, and what the gaps are. Be certain to include both fiscal and non-fiscal (i.e., in-kind) resources.

Writing tip: In this section you would simply describe the future of your funding – when current grant funds run out and any other resources you have available to support the work.

Strategies for Securing Needed Resources– Highlight the options you have or are planning to pursue to secure needed resources.

Writing tip: This comes from the financing strategies developed in Module III. In this section, it is important that you highlight the fact that you have a well-developed and well thought out financing plan that identifies a range of financing strategies and funding sources. These may include strategies to make better use of existing resources; to access and maximize state and federal revenue; to pursue public-private partnerships; as well as opportunities to generate new state, local or fee-based revenue.

Section V. Action Plan and Timetable (3-4 pages)

Purpose: The purpose of this section is to present a clear and convincing plan of action to sustain your network. The section should describe how you plan to implement both your financing and related strategies. Indicate what the milestones are for each of your strategies, and who is accountable for implementation.

Writing tip: The worksheets provided in Module V will help you develop a detailed workplan for each of the strategies outlined in the Strategic Directions, Internal Capacity and Financing Strategies sections above.

Section VI. Appendices and Supporting Documentation (length will vary)

Purpose: To provide additional information about your network and the work you seek to sustain over time. This section can include your logic model, budget information as well as general fiscal and personnel information from your initiative. Following is a suggested list of items to include in your appendix:

- Logic model
- Evaluation data
- Detailed budget data
- Statement of your organizational capacity (if not included in section III above)
- Detail and membership information for your board and other pieces of your governance structure
- Members of the sustainability planning team
- Copies of formal subcontract agreements or Memorandum of Understanding or Agreement (MOU/MOA) with network partners – if applicable.