## Factors That Promote Sustainability

### 1. Vision
- Vision is created with participating community which accurately reflects community needs & priorities
- Partners or stakeholders have reached consensus on vision & outcomes & are ready to act
- Vision & outcomes are articulated in logic model
- Desired outcomes are defined & used to develop/refine strategies

### 2. Community Ownership
- Initiative is led and/or supported by community members
- Priorities reflect needs of community residents & strategies are asset-based
- Key stakeholders are involved in developing & implementing strategies
- Institutional home exists that ensures continuity of essential functions (e.g. health department, community organization, or trusted local entity)

### 3. Leadership
- Champions with skills in strategic thinking, communication, facilitation & influence support initiative
- Leadership that includes respected community leaders & residents is shared
- Members of leadership team bring influence, commitment & support of their institutions
- Leadership is diverse, has learning orientation, defined roles/responsibilities & respects different views
- Plans exist for recruiting & orienting new members, as well as succession of formal leaders

### 4. Distributed Action
- Organizations work differently due to partnership, i.e., change missions, strategic plans, budgets, contracts & other activities that address community priorities
- Partners influence others outside of coalition to do their work differently and share ideas for change
- Partners influence actions of their family, friends & neighbors to create healthy communities.

### 5. Strategies Implemented
- Prioritized community change strategies focus on policy, systems & environments
- Short- & long-term wins maintain momentum & engage community while working to change systems
- Leaders seek solutions that leverage efforts of different sectors & focus on win-win strategies

### 6. Funding
- Plan is created to secure resources needed to enact Community Action Plan (CAP)
- Commitment to multi-year funding exists
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| Consistent, long-term funding exists, e.g. public/corporate sources, agency budgets, commercial revenue |
| Leaders leverage in-kind & other funds, including resources from other sectors |
| Leaders coordinate with funders to maximize flexibility & use committed/potential resources |
| Based on agreed upon criteria, decisions are made about what should continue to be funded |

### 7. Learning Orientation

- Evaluation data is used to demonstrate progress, improve/modify programs & decide what to sustain
- Information from community helps identify opportunities/risks, make adjustments & test assumptions
- Evidence base is reviewed periodically to ensure that community action plans utilize best practices

### 8. Implementation

- Key non-health stakeholders (e.g., community planners, environmentalists & city/county government officials) responsible for implementation help plan strategies
- People with appropriate skills, authority & resources to do the work are identified
- Structure exists for sharing work with action teams, connecting them to leadership, ensuring they have appropriate skills/resources & gathering feedback for quality improvement
- Coalition plans/facilitates meetings, makes decisions, resolves conflict & communicates effectively
- Outside technical expertise/assistance is secured as needed
- Communications plan exists for regularly sharing vision, objectives and progress to key stakeholders
- At key points, decisions are made about which efforts to continue, based on agreed upon criteria

### 9. Sustainability Planning

- Shared understanding of sustainability is created to develop priorities & identify key stakeholders
- Sustainability plan exists, with agreement on outcomes (may be part of action plan)
- Decisions regularly are made about what should be continued & prioritized, based on agreed criteria
- Leaders determine how they will continue efforts that deliver on pre-determined priorities
- Leaders implement sustainability plan & periodically assesses progress