

APPENDIX A

COLLABORATIVE SUSTAINABILITY ASSESSMENT ³¹

For your convenience, we have pulled together the assessments from each of the sections in the guide in one place.

UNDERSTANDING YOUR LOCAL CONTEXT	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative has a collective understanding of the community in terms of major issues of concern, as well as individuals and institutions that hold power.			
2) The collaborative has a collective understanding of unmet workforce needs in your community informed by employer input, in addition to population and labor market data.			
3) The collaborative has an understanding of the legislative environment as it relates to workforce development.			
4) The collaborative has an understanding of the philanthropic and public workforce funding landscape of your community.			
5) The collaborative has analyzed stakeholders to identify those who can advance or hinder the work.			

ASSESSING THE COLLABORATIVE'S BUILDING BLOCKS	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative composition integrates the variety of perspectives and expertise necessary to define problems and pursue solutions to them.			
2) The collaborative identifies and cultivates champions.			
3) The collaborative has established clear and agreed upon ways of working together.			
4) The collaborative has a process in place to define desired results and monitor progress in achieving them.			
5) The collaborative uses a process to assess member satisfaction with collaborative operation and achievements.			
6) The collaborative has plans in place to manage partner and individual transitions.			

ASSESSING YOUR STRATEGIC PLANNING APPROACH	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative has clear and agreed upon statements of its mission and vision.			
2) The collaborative has a structured process for gathering stakeholder input and contextual information to help shape and refine its goals.			
3) The collaborative has a structured process for determining objectives and action steps to pursue achievement of its goals.			
4) The collaborative has established a timeline for regular review of its plans and progress in carrying out action steps and achievement of goals and objectives.			

ASSESSING COLLABORATIVE AND ORGANIZATIONAL CAPACITY	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative has strong, defined internal supports, systems and resources in place for fiscal management, grants and contracts, fund raising and reporting, and hiring and staff development.			
2) The site director and other collaborative staff have the skill sets and capacities needed, including board development, grant making, fund raising and reporting, assessing progress and impact, communications and building a learning community.			
3) The collaborative has a clear, written governance structure and decision-making process that members and staff understand and adhere to.			
4) If applicable, the collaborative is in alignment with its fiscal/organizational home in terms of priorities and operations.			

ASSESSING AND DEVELOPING A COLLABORATIVE'S COMMUNICATIONS STRATEGY	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative has a strategic communications plan to secure and maintain support from key stakeholders and the public.			
2) Staff and funders communicate regularly and effectively the need for and value of the collaborative to key audiences, including the business community, policy makers, and funders/potential funders.			
3) The collaborative has a clear brand identity and is marketed to communicate its unique value to key audiences (policymakers, employers, philanthropy).			
4) The collaborative increases community awareness of workforce issues and solutions and builds support for the solutions.			
5) The collaborative tracks the results and measures the success of its communications efforts.			

ASSESSING YOUR REFLECTION AND EVALUATION PROCESS	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative has identified the systems that relate to/impact your work.			
2) The collaborative has articulated systems change goals that relate to the larger goals of the collaborative's work in at least one of four areas: educational and workforce development systems; employer business practices; policy, regulation, practice or investment; and the behavior of philanthropy.			
3) The collaborative has identified a set of indicators of success that correspond to its systems' change goals.			
4) The collaborative has developed a process for monitoring and documenting systems changes that result from the collaborative's efforts beyond National Fund reporting requirements.			

ASSESSING YOUR APPROACH TO SYSTEMS CHANGE	MISSING	DEVELOPING	ESTABLISHED
1) The collaborative has identified the systems that relate to/impact your work.			
2) The collaborative has articulated systems change goals that relate to the larger goals of the collaborative's work in at least one of four areas: educational and workforce development systems; employer business practices; policy, regulation, practice or investment; and the behavior of philanthropy.			
3) The collaborative has identified a set of indicators of success that correspond to its systems' change goals.			
4) The collaborative has developed a process for monitoring and documenting systems changes that result from the collaborative's efforts beyond National Fund reporting requirements.			

This tool is adapted from: the Program Sustainability Assessment Tool v2, copyright 2013, Washington University, St Louis, MO. All rights reserved. This work is licensed under a Creative Commons Attribution-NonCommercial-ShareAlike License. If you modify this tool, please notify the Center for Public Health Systems Science. By using the [insert the name of your tailored tool] you understand and agree to these terms of use and agree that Washington University bears no responsibility to you or any third party for the consequences of your use of the tool. If you would like more information about how to use this tool with your program or would like to learn about sustainability workshops and webinars, visit <https://www.sustaintool.org>.