



PROJECT LAUNCH

SUSTAINABILITY GUIDE AND SELF-ASSESSMENT TOOL

National Resource Center on Mental Health Promotion and Youth Violence Prevention

Revised July 2017

Project LAUNCH Sustainability Guide

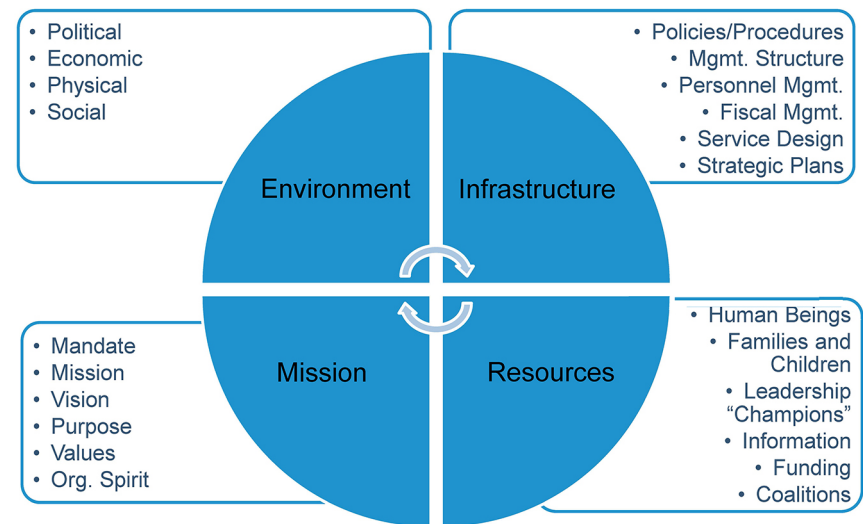
Project LAUNCH grants facilitate positive changes in early childhood practices and systems. Sustaining these changes can be challenging. Sustainability demands attention to multiple factors and requires action in multiple domains. Such complexity can be simplified by sustainability planning via an organizing framework. The Relational Worldview framework, already used by Project LAUNCH tribal grantees for planning purposes, provides a useful approach for sustainability planning (Figure 1). The Relational Worldview Model was developed by the National Indian Child Welfare Association (NICWA) in the 1980s. It reflects the Native concept of balance as the basis for health for individuals, families, organizations, and communities. It is a reflection of the Native thought process and concept of balance as the basis for health, whether on the individual, family, or organizational level.

The Project LAUNCH Resource Team has created a Sustainability Guide, based on the Relational Worldview Model (Cross, 1997), to help grantees intentionally plan for maintaining practices and policies created by the Project LAUNCH work. The guide includes a self-assessment tool, facilitator's guide, and a sample sustainability plan template. Examples of grantee sustainability plans and links to other resources on sustainability planning are also included. Planning guidance for Project LAUNCH grantees makes it clear that planning for sustainability should begin very early in the project—ideally, in the first year. The sustainability plan should include the four elements of the Relational Worldview of environment, infrastructure, resources, and mission. Each of the elements contains several components, shown in Figure 1. Project LAUNCH

grantees can help sustain activities by building upon each of the elements and their components, even if additional funding is limited or not available.

Figure1: Sustainability Planning and Elements of the Relational Worldview

Project LAUNCH Sustainability Planning: Building on the Relational Worldview



Sustainability activities can occur in each of the domains

The self-assessment tool is based on the Relational Worldview model of organizational wellness. This model can be used as a guide to help your community discuss and think about some of the elements involved in Project LAUNCH.

Why Is Sustainability Important?

Project LAUNCH leaders and other stakeholders understand the importance of coordinating and linking health, behavioral health,

Project LAUNCH Sustainability Guide and Self-Assessment Tool

and other resources that will improve the overall well-being of children and families. Due to the ever-changing financial landscape and increased competition for resources, grantees need to ensure that they work in partnership to identify and address challenges and that their resulting initiatives can have lasting and continuous impact. Sustainability is not just about funding. It's also about creating and building momentum to maintain communitywide change by organizing and maximizing community assets and resources. It means institutionalizing policies and practices within communities and organizations. It also means involving a multitude of interested parties who can develop long-term buy-in and support for Project LAUNCH efforts (Batan, Butterfoss, Jaffe, & LaPier, n.d.).

Why Develop a Sustainability Plan?

Project LAUNCH is a complex project with multiple stakeholders, agencies, and organizations. It is critical to begin having conversations with stakeholders early in the grant cycle in order to develop a plan and build sustainability efforts. Making sustainability a priority and planning for it can help grantees define critical short- and long-term strategies; develop a message to attract and make the best use of human, financial, and in-kind resources; and obtain input and buy-in from partner agencies, organizations, and key stakeholders.

Intentional planning for sustainability will also help grantees define their work and their level of commitment. Aligning services with community needs and creating a strategy for adapting to

changing needs will help grantees achieve longevity. Sustainability planning is a process that takes time and resources. It is essential to the target community and more cost effective to sustain the important components of programs and services now, rather than letting them end and recreating them later (Batan, Butterfoss, Jaffe, & LaPier, n.d.).

The Project LAUNCH Sustainability Self-Assessment Tool can be used to involve key stakeholders in sustainability planning, to organize the planning process, and to gather useful data about the current status of the early childhood environment, infrastructure, resources, and shared mission. Key stakeholders can use the results to identify priorities and to create a sustainability plan with concrete strategies, timelines, responsibilities, and outcomes.

Project LAUNCH Sustainability Guide and Self-Assessment Tool

How to Use the Sustainability Self-Assessment Tool

This tool can be effectively used in a variety of ways. For example, the Young Child Wellness (YCW) Council could complete all or some of the elements as a group process to set priorities. The tool could be sent out to a large group of stakeholders and results compiled by key staff. Or, the tool could be used by key staff on an annual basis to create and update a sustainability plan to share with stakeholders. The elements of sustainability, along with specific statements specific to each element, are described below. Key stakeholders should rank progress on each of these tasks according to a five-point scale that assesses whether the initiative's leaders:

- 1 = Have not started this task
- 2 = Have started initial conceptual and planning work
- 3 = Have begun to implement this task
- 4 = Have made solid progress in implementing this task
- 5 = Have made sufficient progress in completing this task

Please note that the term “project” is used throughout the document to denote the Project LAUNCH key staff and effort.

After reviewing the overall results for the elements, stakeholders can then prioritize which elements and/or sub-elements need attention in sustainability planning efforts by marking an “X” in the “priority” column or indicating priority as “high, medium or low”.

The self-assessment tool is not a road map; it does not tell a grantee where to start or what to do next. The grantee will need to determine where to focus sustainability planning efforts based on priority rankings and resources. Once the self-assessment tool has been completed by the grantee (with input from providers, families, partners, advisors, etc.), the information can be used to inform the sustainability plan. A sustainability plan can be developed based on the tool and the priorities determined by the stakeholders. Ideally, a facilitated group process can help stakeholders work together in moving from the self-assessment process to a concrete sustainability plan. For example, a grantee might convene a small group to review the results of the self-assessment tool, consider whether the results reflect the group's shared understanding, then continue to plan development.

The sustainability plan itself could be developed based on areas in the tool that scored the highest and are well developed or completed, with the assumption that these activities could easily be sustained. Or, the activities with lower scores could be the priority for the stakeholders with consideration that these activities need more emphasis and focus in the upcoming period. The grantee may choose to use a nominal ranking process or some other prioritization process with stakeholders to determine which activities are the highest overall priorities to include in the plan. For example, the planning group could also brainstorm priorities based on impact and effort, where responses from the self-assessment are organized into categories: 1) easy to do and yields a big improvement; 2) easy to do but yields a small

Project LAUNCH Sustainability Guide and Self-Assessment Tool

improvement; 3) difficult to do but yields a big improvement; and 4) difficult to do but yields small improvement. This is one way to sort results from the tool, rank them, and create an action-oriented sustainability plan for top ranked items.

The sustainability plan, like the strategic plan, is a living document, meaning that it should be reviewed, updated or revised as needed with stakeholder involvement. A completed sample sustainability plan is included in Table 2.

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Key Terms and Acronyms

(** indicates information from 2014 Project LAUNCH Grantee Manual)

- **ECCS ([Early Childhood Comprehensive Systems](#)): A program of the U.S. Department of Health and Human Services (HHS) Health Resources and Services Administration Maternal and Child Health Bureau. The purpose of ECCS is to support states and communities in their efforts to build and integrate early childhood service systems that address the critical components of access to comprehensive health services and medical homes, social-emotional development and mental health of young children, early care and education, parenting education, and family support. Since 2003, 49 states, the District of Columbia, Guam, the Republic of Palau, and the Commonwealths of Puerto Rico and the Mariana Islands have participated in ECCS. Most of these grantees have now developed a plan for building a comprehensive system for young children. ECCS efforts involve a broad range of public and private agencies and organizations, parents, and communities who share the goal of promoting the health and well-being of children from age 0 to 5.
- **Key Project LAUNCH staff: As identified in the grantee manual, includes: Project Director/Principal Investigator, Young Child Wellness Expert, Young Child Wellness Partner, Young Child Wellness Coordinator, and Grantee-specific evaluator.
- **MIECHV ([Maternal, Infant, and Early Childhood Home Visiting](#)): A program designed to (a) strengthen and improve the programs and activities carried out under Title V, (b) improve coordination of services for at-risk communities, and (c) identify and provide comprehensive services to improve outcomes for families who reside in at-risk communities.
- Project LAUNCH leaders: For purposes of completing the sustainability toolkit, Project LAUNCH leaders are defined as the key Project LAUNCH staff and additional key staff identified by the grantee.
- **SAMHSA: ([Substance Abuse and Mental Health Services Administration](#)): A federal agency within HHS whose mission is to build resilience and facilitate recovery for people with or at risk for substance abuse and mental illness. SAMHSA is responsible for managing the Project LAUNCH program.

Project LAUNCH Sustainability Guide and Self-Assessment Tool

- ****Stakeholder:** An individual, organization, constituent group, or other entity that has an interest in and will be affected by a proposed grant project. For sustainability planning, stakeholders might include partner agency staff and leaders, council members, parents who have received services, philanthropic foundation staff, and elected officials.
- ****Sustainability:** Ability to continue a program or practice after SAMHSA funding ends.
- ****Population of focus:** The specific population of people a particular program or practice is designed to serve or reach.
- ****Young Child Wellness Councils:** A group of key State/Tribal/Territory or community/local early childhood service and partner organizations. Council members assist with the development, planning, and implementation of Project LAUNCH mission and goals.

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Elements of Sustainability and Key Tasks

ELEMENT ONE: MISSION							Priority
Mission means the purpose, aim, or objective of the effort and includes the following: aligned mandates, cultural integrity, outcomes, and shared vision.							
	1	2	3	4	5	Comments	
1. The project has a strength-based mission and/or vision statement for Project LAUNCH.							
2. The project communicated the mission and vision to individuals within the Project LAUNCH community as well as to those external to the community.							
3. The project has a critical mass of stakeholders who understand the Project LAUNCH community vision and who can move forward in a consistent spirit of cooperation and support.							
Who was involved in completing this element?							
ELEMENT TWO: RESOURCES							Priority
Resources mean goods, sources, funds, assets, and human capital and include the following: youth and family voice, trained staff, strong coalitions, and sustainable funding.							
	1	2	3	4	5	Comments	
1. The project has developed a legacy of people who understand cultural foundations and Project LAUNCH work and who are willing to help carry the banner of system reform and strengths-based work.							
2. The project has a plan to prevent burnout in Project LAUNCH leaders, stakeholders, and staff.							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

	1	2	3	4	5	Comments	
3. Family members involved with Project LAUNCH are contributors to the program, have clear and valued roles, and provide a decision-making voice within the project.							
4. The written materials about the project reflect the strengths-based model, reflect the progress the project is making, and help people understand what they can do to help.							
5. The project's decision-making process for allocating its resources matches the goals of the program.							
6. The project is aware of all of the existing funding sources, including specific budget shortfall areas that may be experienced or are anticipating experiencing.							
7. There is a balance between hard funds (long term/stable) and soft funds (short term/vulnerable) to meet program goals.							
8. The project has a plan for use of volunteers and other potential revenue sources that could be used to meet any funding source's match requirements (as applicable).							
9. The project is able to fully identify and explore all external funding resources that could be tapped for support. If not, the program has identified specific barriers.							
Who was involved in completing this sub-element?							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Leadership Development—Formal Leadership							
	1	2	3	4	5	Comments	Priority
1. The project has a plan to ensure active involvement in the Young Child Wellness (YCW) Council from a broad spectrum of stakeholders.							
2. The project has provided the YCW Council members with enough information about Project LAUNCH to serve as community facilitators.							
3. The project has established relationships with key agency or department heads (tribal, county, state, federal, private, etc.).							
4. The role of the YCW Council in promoting young child mental health and wellness will be sustained after Project LAUNCH, for example, through expanding membership and members who join or belong to existing councils or workgroups.							
Who was involved in completing this sub-element?							
Informal Leadership							
	1	2	3	4	5	Comments	Priority
1. The project identified champions who can advocate for Project LAUNCH.							
2. The project is aware of available resources for support and training in the area of parent empowerment and ways to increase the parent “voice.”							
3. The project has recruited, trained, and empowered advocates (including elders, parents, and community members).							
Who was involved in completing this sub-element?							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Action—Goals, Objectives, and Work Plans							
	1	2	3	4	5	Comments	Priority
1. The project has a plan in place to assure that all staff (including new staff) understand the project’s goals and objectives and their areas of responsibility for goal progress. (The plan should include meeting periodically to review progress toward program goals and to celebrate accomplishments.)							
2. There is a feedback loop in place, where goals and objectives are updated based on evaluation data, community input, and family input.							
Who was involved in completing this sub-element?							
Evaluation							
	1	2	3	4	5	Comments	Priority
1. The project ensures that confidential evaluation data remain protected.							
2. The project has processes to look at evaluation data for quality improvement.							
3. All staff members participate in discussions to use evaluation data as a way to guide quality improvements.							
4. The project tracks and evaluates its process of development.							
5. The project has a consumer satisfaction survey or other ways to seek feedback from constituents.							
Who was involved in completing this sub-element?							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Service Design							
	1	2	3	4	5	Comments	Priority
1. The project revisits the proposed service design and updates, if necessary.							
2. The service design reflects community strengths and Project LAUNCH principles.							
3. The service design (cultural and conventional aspects) reflects family-focused, child-centered, individualized care and strength-focused community building.							
4. Families continue to participate in the service design development.							
Who was involved in completing this sub-element?							
ELEMENT THREE: INFRASTRUCTURE							
Infrastructure means organization, structure, foundation, and groundwork and includes policies, management leaders, practice standards, and planning processes.							
	1	2	3	4	5	Comments	Priority
Funding							
1. Project LAUNCH leaders know how much funding is needed to sustain their work.							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

	1	2	3	4	5	Comments	Priority
<p>2. Project LAUNCH leaders have identified the types of financial resources necessary to sustain their work, such as:</p> <ul style="list-style-type: none"> • discrete sources of public funds (e.g., one-time, ongoing); • discrete sources of private funds; and • services are embedded within a system or process with an ongoing source of funding. 							
<p>3. Project LAUNCH leaders have identified and are pursuing ways to ensure the most efficient use of existing funds (e.g., gaining economies of scale).</p>							
<p>4. Project LAUNCH leaders have identified and are pursuing ways to support the redirection or reallocation of funds (e.g., using funds freed up through improved outcomes to finance more prevention activities).</p>							
<p>5. Project LAUNCH leaders have identified and are pursuing ways to increase the flexibility of existing funding streams (e.g., through pooling funds across agency and program lines or improving coordination of existing funding streams).</p>							
<p>6. The initiative’s leaders have identified relevant federal funding sources and are taking steps to access these sources (e.g., Medicaid, tobacco settlement funds, TANF funds, other federal entitlements, block grants, and discretionary programs).</p>							
<p>7. The initiative’s leaders have built public-private partnerships to leverage private-sector funding, create leadership, and garner technical expertise in support of their work.</p>							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

	1	2	3	4	5	Comments	Priority
8. The initiative's leaders have investigated ways to generate new revenue that the initiative can control (e.g., local fundraisers and grants from public- and private-sector sources).							
9. The initiative's leaders have identified and are pursuing ways to support the creation of new sources of public funds (e.g., general revenue, expansion or creation of new taxes, and earmarked fees).							
Who was involved in completing this sub-element?							
Fiscal Management							
	1	2	3	4	5	Comments	Priority
1. The fiscal staff has received a thorough orientation to funding sources' rules and expectations related to budget development, budget management, and budget revision.							
2. The project has a process for monitoring contract deliverables with key program staff, which easily feeds into required reports. The fiscal staff adheres to standard accounting principles and ensures adequate fiscal controls.							
3. Policies and operating procedures are in place for the areas of a) communications; b) fiscal; c) personnel, and d) program.							
4. Policies and procedures support cultural strengths and appropriate Project LAUNCH principles.							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

	1	2	3	4	5	Comments	Priority
5. The project has identified specific areas of policies or procedures that may need to be modified.							
Who was involved in completing this sub-element?							
Management Structure							
	1	2	3	4	5	Comments	Priority
1. The governing bodies (e.g., council members, board members) received an orientation to the Project LAUNCH principles.							
2. The organization's bylaws or founding principles fit with the cultural strengths and appropriate Project LAUNCH values.							
3. The organizational chart includes a clear decision-making and management process.							
4. The organizational chart reflects cultural strengths and appropriate Project LAUNCH principles (e.g., system change advocates, elder consultation, and parent, family, and youth roles).							
Who was involved in completing this sub-element?							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Staffing and Personnel Management							
	1	2	3	4	5	Comments	Priority
1. Staff recruitment efforts focus on skills needed for Project LAUNCH principles and reform work in addition to cultural and mental health skills.							
2. Job descriptions reflect the project’s values and principles, both in title and duties.							
Who was involved in completing this sub-element?							
ELEMENT FOUR: ENVIRONMENT							
Environment means setting, situation, location, atmosphere, and background and includes local economy, political will, social supports, and work space.							
	1	2	3	4	5	Comments	Priority
1. The project has assessed how the community’s economic situation impacts the overall goals of strengthening children and families.							
2. The project has determined how the Project LAUNCH budget will assist with any unique geographic demands (weather, geographic distance between service sites, etc.).							
3. The project is aware of other early childhood efforts and how they connect, impact, and coordinate with Project LAUNCH efforts (e.g., ECCS, MIECHV, Race to the Top, Infant-Early Childhood Mental Health Association, and Children’s Cabinet or Early Childhood Advisory Council efforts).							
Who was involved in completing this sub-element?							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Community and Collaborative Support							
	1	2	3	4	5	Comments	Priority
1. The project addresses the challenge of developing authentic parent involvement and support in Project LAUNCH.							
2. Parents are involved in the planning and the decision-making process for Project LAUNCH activities.							
3. The project has developed <i>new</i> alliances with child-serving providers outside of the usual contacts—for example, libraries, housing, religious groups—to help change systems for the betterment of the children in the community of interest.							
Who was involved in completing this sub-element?							
Social Assessment							
	1	2	3	4	5	Comments	Priority
1. The Project LAUNCH partners (e.g., key staff, YCW Council members, other partners, etc.) agree on a set of values/beliefs about the mental health needs of children and families in the community of interest.							
2. The target community is using a strengths-based model that helps address the needs.							
3. The project has identified agencies/organizations it works with toward solutions within the community (including parents, children, and spiritual helpers) or outside of the community.							
4. The project is aware of the cultural aspects of the community of interest.							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Who was involved in completing this sub-element?							
Political Assessment							
	1	2	3	4	5	Comments	Priority
1. The project leaders are aware of the political leaders that need to be aware of Project LAUNCH at the state, tribal, territorial, and/or community level.							
2. The Project LAUNCH leaders are aware of the internal decision-making process—and external decision-making processes—that can impact the success of the program.							
Who was involved in completing this sub-element?							
Sustainability Plan							
The sustainability plan includes the following elements (see Sample Sustainability Plan, Table 1):							
	1	2	3	4	5	Comments	
Clear financing priorities							
Steps to be accomplished toward each financing priority area							
Timelines for each task							
Key leader roles and responsibilities							
Detailed benchmarks to monitor progress toward long-term sustainability							

1 = Have not started this task 2 = Have started initial conceptual and planning work 3 = Have begun to implement this task
 4 = Have made solid progress in implementing this task 5 = Have made sufficient progress in completing this task

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Table 1: Sample Sustainability Plan

Of the items you identified as being a priority, list the top three areas you plan to work on within the next six months.

Priorities	Action Steps	Timelines	Key Leaders or Staff	Status on Action Steps	Benchmark for Progress

Table 2. SAMPLE - Completed Sustainability Plan (Based on results of sustainability planning tool)

Priorities	Action Steps	Timelines	Key Leadership or Staff	Status on Action Steps	Benchmark for Progress
<p>Element Two: Resources - Informal Leadership The project identified champions who can advocate for PL. (rated as a 1 on the scale)</p>	<ol style="list-style-type: none"> 1. YCW Council and partner agencies will identify ways a champion could advocate for Project LAUNCH. 2. YCW Council and partner agencies will identify potential champions. 3. Key staff will reach out/contact potential champions to explain Project LAUNCH. 4. Potential champions agree and identify how they will champion PL. 	<ol style="list-style-type: none"> 1. Within the next 30 days 2. By 2 months of identification 3. By 4 months of agreement 	<p>YCW Council members</p> <p>Program staff</p> <p>Champions</p>	<p>Completed</p> <p>In progress</p>	<p>Potential champions are identified, contacted and have agreed to champion the Project.</p>

Project LAUNCH Sustainability Guide and Self-Assessment Tool

Priorities	Action Steps	Timelines	Key Leadership or Staff	Status on Action Steps	Benchmark for Progress
<p>Element Three: Infrastructure – Fiscal Management</p> <p>The project has identified specific areas of policies or procedures that may need to be modified – specifically policy regarding Medicaid reimbursement for conducting developmental screening. (rated as a 3 on the scale)</p>	<ol style="list-style-type: none"> 1. Process for changing policy language is understood 2. Key staff or advocates identified who can influence proposed policy language change 3. Policy language changes are identified and drafted 4. Policy language changes are adopted and screening is being reimbursed. 	<ol style="list-style-type: none"> 1. By year two of the grant cycle. 2. By year two of the grant cycle. 3. By the end of year three. 4. By the end of year four. 	<p>YCW Council members Project LAUNCH leadership and staff</p> <p>Medicaid agency staff and advocates</p> <p>Project LAUNCH leadership and staff and Medicaid staff</p> <p>Medicaid and screening providers.</p>	<p>Completed</p> <p>In progress</p>	<p>Project LAUNCH staff are aware of the process and key people to make policy changes; draft of policy language changes is completed and shared with key staff; policy change is adopted.</p>
<p>Element Four – Environment</p> <p>The project has determined how the PL budget will assist with any unique geographic demands (such as weather, geographic distance between service sites, etc.) (rated as a 2 on the scale)</p>	<ol style="list-style-type: none"> 1. YCW Council in partnership with Project LAUNCH leadership and staff have identified that transportation to services is a major barrier to service delivery. 2. YCW Council and staff identify possible solutions such as using school buses to transport families to primary care and mental health provider; co-location of ECMH service providers within the local health center or school 3. Pros and Cons of each option are explored 4. One solution identified as the best option – YCW Council and staff move forward with implementation of proposed solution. 	<ol style="list-style-type: none"> 1. Upon completion of Environmental Scan 2. Year two of implementation 3. Within year two of implementation 4. By year four of grant cycle 	<p>YCW Council , Project LAUNCH leadership and staff</p>	<p>Completed</p>	<p>Transportation solution identified, rules changed and implemented</p>

This product was developed under grant number 5U79SM061516-02 from the Substance Abuse and Mental Health Services Administration (SAMHSA), U.S. Department of Health and Human Services (HHS). The views, policies, and opinions expressed are those of the authors and do not necessarily reflect those of SAMHSA or HHS.

Project LAUNCH Sustainability Guide and Self-Assessment Tool

References

- Batan, M., Butterfoss, F.D., Jaffe, A., & LaPier, T. (n.d.) *Healthy communities program: Sustainability planning guide*. Centers for Disease Control and Prevention. Retrieved from http://www.cdc.gov/nccdphp/dch/programs/healthycommunitiesprogram/pdf/sustainability_guide.pdfh
- Cross, T. (1997). Understanding the relational worldview in Indian families. *Pathways Practice Digest*, 12(4). Retrieved from http://www.nicwa.org/Relational_Worldview/
- The Finance Project, Washington, DC. (2003). [Sustainability planning workbook: Building a Sustainable Initiative.](#)