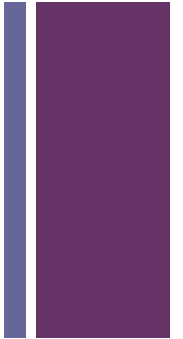


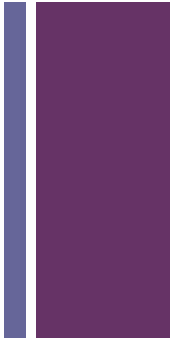
# **Sustainability Planning: Building Next Step Today**

# + Sustainability



- “Sustainability encompasses both financial sustainability (the ability to generate resources to meet the needs of the present without jeopardizing the future) and programmatic sustainability (the ability to develop, mature, and cycle out programs to be responsive to constituencies over time).”

# + How “Sustainability” Is Used



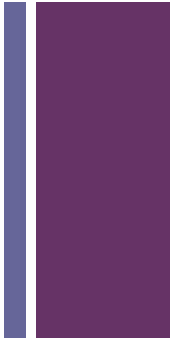
- “Keep my funding at 100%+ of current levels.”
- “ We would like to keep doing what we’ve been doing”
- “Keep my team in place, avoid layoffs.”
- “Keep my current programs going.”

Funders:

- “Keep the program alive after we cut or eliminate your funding.”
- “Take over roles we are currently serving.”  
(e.g. promoting collaboration, technical assistance, evaluation)

## + What does strategic planning mean to you?

“In contrast to long-term planning (which begins with the current status and lays down a path to meet estimated future needs), strategic planning begins with the desired-end and works backward to the current status.”



# + Models of Budgeting

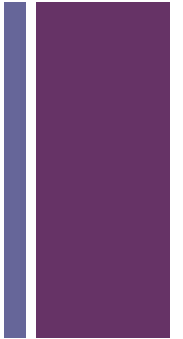


- Reactive
- Decisions made in response to state appropriation
- Short-term, planning one year at a time

- Proactive
- Address funding impacts to programs in advance
- Long-term planning
- Collaborative

# + Getting to Focus

- The focus should be on:
  - ✓ Sustaining positive change
  - ✓ Perpetuating success of model
  - ✓ Vision
  - ✓ Leadership
  - ✓ Relationships
  - ✓ Community engagement
  - ✓ Impact



# + What is Sustainability Planning?

- The process of sitting down to develop *specific strategies* and an *action plan* to help ensure the long-term sustainability of an initiative
- Includes considering the full range of resources and concerns – *institutional agenda, financial, political, administrative,*
- ALL needed to meet long-term goals



# + Why is Planning for Sustainability Important?

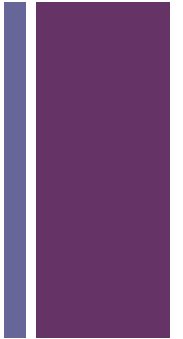
- Many funding sources are short-term in nature
- We operate in a rapidly changing environment –
  - ✓ How does change impact our thinking?
  - ✓ Are we forward thinking? Prepared for change?
  - ✓ What keeps us relevant – our voices heard?



# + Why Do Sustainability Planning?

- Clarify where you are and where you want to go
- Develop strategies for long-term success
- Provide benchmarks to measure progress
- Demonstrate the value of your work

*A written plan can provide overarching guidance for your initiative over time*





# Essential Elements for Sustainability

1. Vision

2. Results Orientation

3. Strategic Financing Orientation

4. Broad-Based Community Support

5. Key Champions

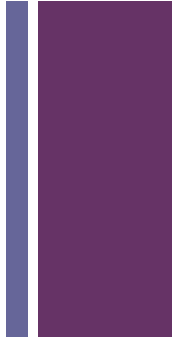
6. Adaptability to Changing Conditions

7. Strong Internal Systems

8. Sustainability Plan



# 1. Vision



Clear & shared vision of what you want to achieve

- Clear vision/mission statement
- Use the vision to generate buy-in
- Know how your initiative fits within the larger community
- Define your scope of activities & scale of operation over time



## 2. Results Orientation

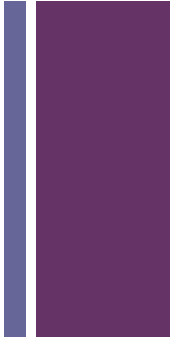


Define success, measure progress over time & share your results

- Adopt a results framework
- Be clear about the results you want to achieve
- Use data to “prove” and “improve”
- Communicate your results



## 3. Strategic Financing Orientation



What resources do you need to support your work?

- What are the expected fiscal needs?
- Make the best use of existing resources
- Create partnerships
- Explore new state and local revenue sources



## 4. Adaptability to Changing Conditions



How do you respond to changes in your funding & policy environments?

- Monitor announced opportunities for funding
- Consider new ways to frame your work
- Identify opportunities to improve policy climate
- Participate in collaborative advocacy to encourage change
- Work to improve ability to participate in these efforts



## 5. Broad Base of Community Support

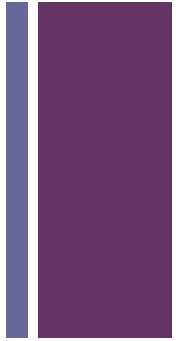


Whose support is critical to achieve your vision?

- Develop a plan to create a desired identity
- Nurture community presence & support
- Encourage family involvement
- Support public education
- Build partnerships that foster collaboration rather than competition



## 6. Key Champions



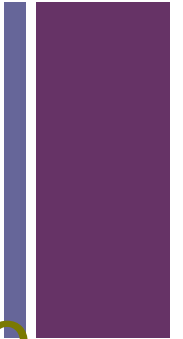
Leaders who can use power & influence on your behalf

- Identify key decision makers & opinion leaders
- Develop an effective outreach plan
- Cultivate a broad base of champions





## 7. Strong Internal Systems

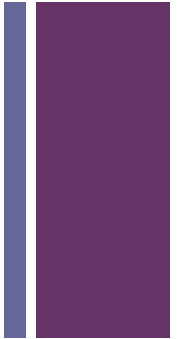


Do you have the organizational capacity to accomplish your goals?

- Know & involve the people you need to carry out your mission
- Develop strong fiscal management, accounting, information and personnel systems
- Use those systems to review strategies & make changes as needed



## 8. Sustainability Plan

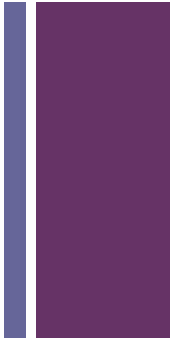


A written plan that describes the initiative's priorities & action steps

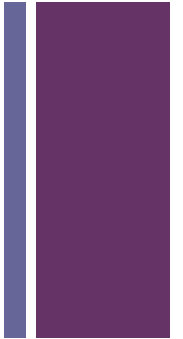
- Takes into account short- & long-term needs
- Identifies challenges and/or obstacles
- Identifies strategies to garner needed resources & overcome challenges
- Identifies & communicates with key partners

## + A logic model is...

- A depiction of a program showing what the program will do and what it is to accomplish.
- A series of “if-then” relationships that, if implemented as intended, lead to the desired outcomes
- The core of program planning and evaluation



# + Logic Model



*“A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve”*

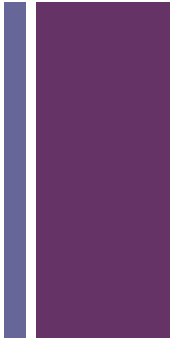
W.K. Kellogg Foundation Logic Model Development Guide.

*“A logic model’s purpose is to communicate the underlying ‘theory’ or set of assumptions or hypotheses that program proponents have about why the program will work, or about why it is a good solution to an identified problem”*

<http://www.insites.org/documents/logmod.htm>



# Logic Model: Purpose



## ■ Design and planning

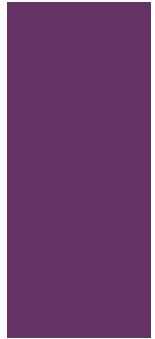
- To clearly communicate the central goal of an initiative, why it is important, and what will result from it.
- To select specific and measurable objectives expected to lead to the desired result.
- To identify activities and resources needed to meet selected objectives.

## ■ Implementation

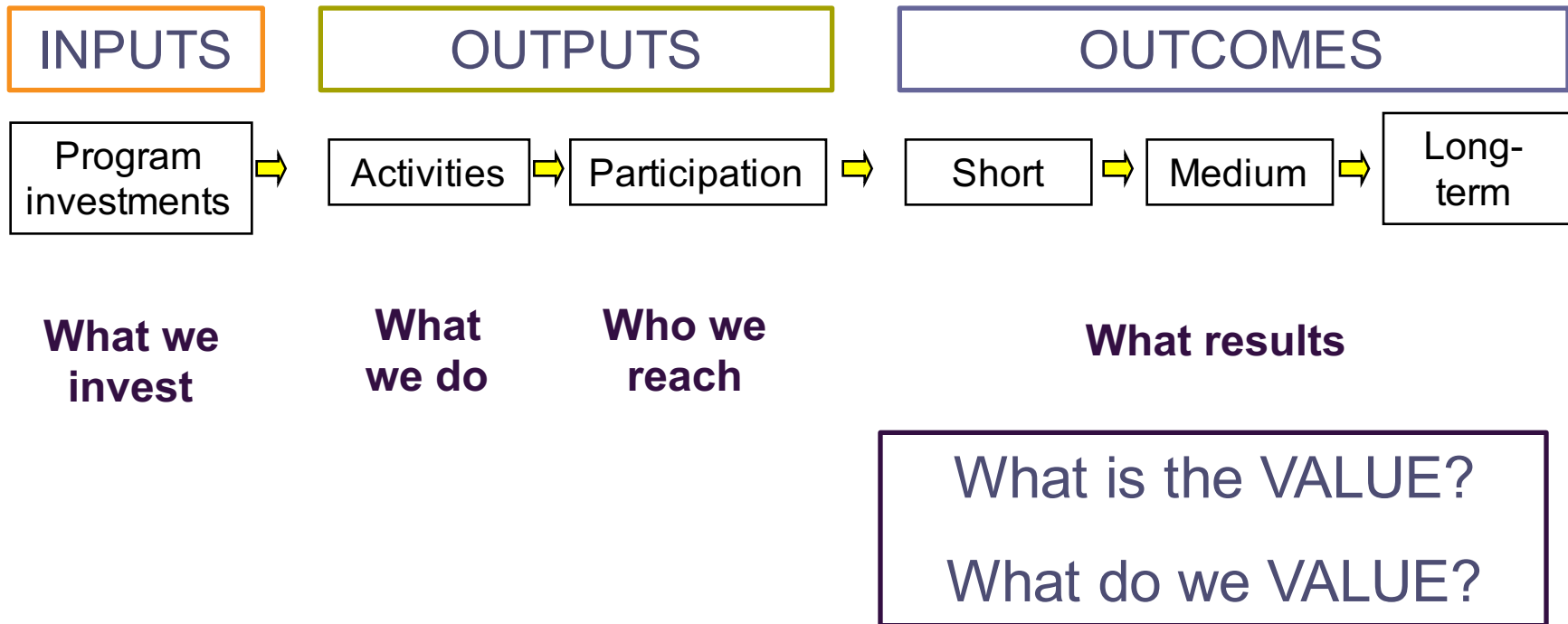
- To identify and collect data need to effectively monitor initiative activities and improve programming.
- To create a common reference point for everyone involved in the initiative.

## ■ Evaluation

- To help determine if activities are being implemented as planned.
- To help determine if the initiative is making progress.
- And, ultimately, to determine if the initiative has led to the desired result.



# Logical chain of connections showing what the program is to accomplish



# + Developing a Program Evaluation Logic Model



Process

Outcome

Resources

Activities

Outputs

Outcomes

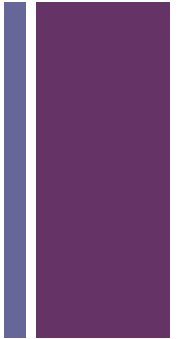
Goals



External Environment

# + S.M.A.R.T. Objective

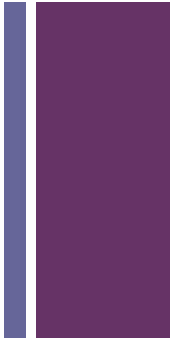
- **S**pecific
- **M**easurable
- **A**ttainable
- **R**esult-oriented and relevant
- **T**ime-bound





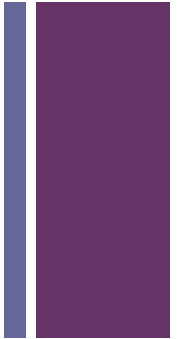
# + *Specific Objective*

- Is your objective **Specific**?
- If you have a specific objective, you should be able to answer the following six questions:
  - **What:** What do you want to accomplish?
  - **Why:** What are the reasons, purpose or benefits of accomplishing the objective?
  - **Who:** Who is involved? Who are the stakeholders?
  - **Where:** Where is it going to happen?
  - **Which:** Which attributes are important? (Requirements and constraints; risk and protective factors).





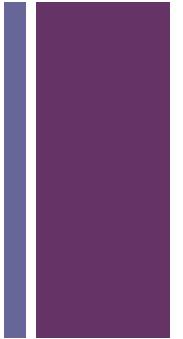
# *Measurable Objective*



- Is your objective **measurable**?
- If your objectives are specific and measurable, you should be able to establish concrete criteria for measuring progress toward the attainment of each.
  - How will you know when it is accomplished?
  - What indicators will you look for to measure progress and success?
  - Are data to measure your progress and success readily available? Or do you need to develop new measures, e.g., surveys, focus groups, etc...?

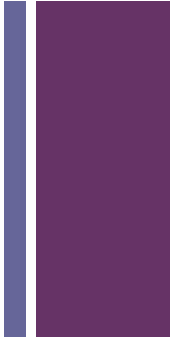
# + *Attainable Objective*

- Is your objective **attainable**?
- Given resources available to you, the objective must be realistic and attainable.
  - Do you have sufficient financial capacity to accomplish your objective?
  - Do you have personnel with sufficient abilities and skills to accomplish your objective (including evaluation)?
  - Do you have sufficient time to accomplish your objective?
  - What other types of resources do you need to attain your objective (i.e., technology, space, equipment, etc...)?



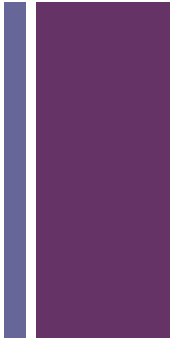
# + *Result-Oriented and Relevant* Objective

- Is your objective **result-oriented and relevant**?
- Ultimately, your objectives should help you achieve your major project goal(s).
  - Is it worthwhile?
  - Is this the right time?
  - Does this align with other efforts/needs?





# *Time-Bound* Objective



- Is your objective **time-bound**?
- Objectives should have starting points, ending points, and fixed durations.
  - When will you achieve this objective?
  - When will you undertake activities to achieve our objective?
  - When can you expect to see some short-term outcomes?

# + Evaluation Plan Matrix

Objective	Source of Data	Responsible Person (s)	Evaluation Timeline			
			Instrument development	Data collection	Data analysis	Reporting



# + Evaluation: Planning

- What do you *really* want to know and for what *purpose*?
- What evidence or indicators do you need to answer your questions?
- Who's in charge of evaluation? (roles and responsibilities)
- What time frame are you evaluating? How much time is allocated to conducting evaluation and when?
- What is the budget for evaluation?
- **Commit the plan to paper!!!!**

