



Sustainability Planning: Keys to Success

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Florida Alcohol and Drug Abuse Association
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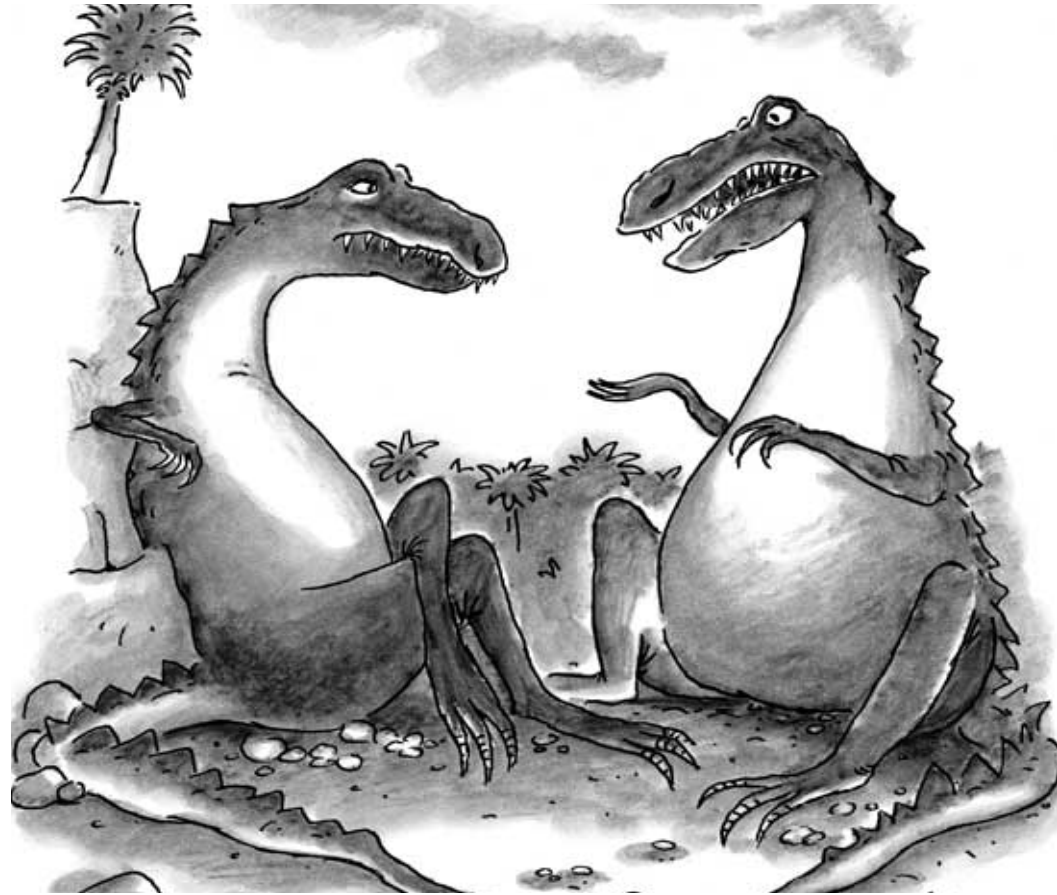
- The Finance Project is a specialized nonprofit research and technical assistance firm for public and private sector leaders nationwide
- Our mission is to support decision making that produces and sustains good results for children, families and communities



Why is Planning for Sustainability Important?

- Many funding sources are short-term in nature
- We operate in a rapidly changing environment
- **We can't afford to lose quality programs and important innovations**

Don't wait to start planning for your program's sustainability...



“All I’m saying is that now is the time to develop the technology to deflect an asteroid...”



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

Sustainable Programs

- **What does it take to have a sustainable program?**
- **What characteristics help ensure that a program has “staying power?”**





Key Elements of Sustainability

1. Vision
2. Results orientation
3. Strategic financing orientation
4. Adaptability to changing conditions
5. Broad base of community support
6. Key champions
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

Community 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



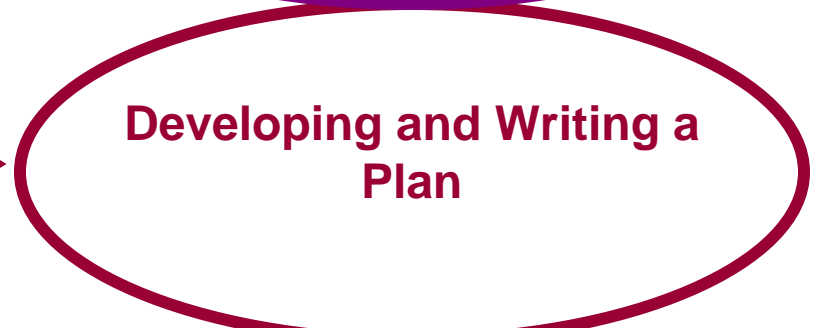
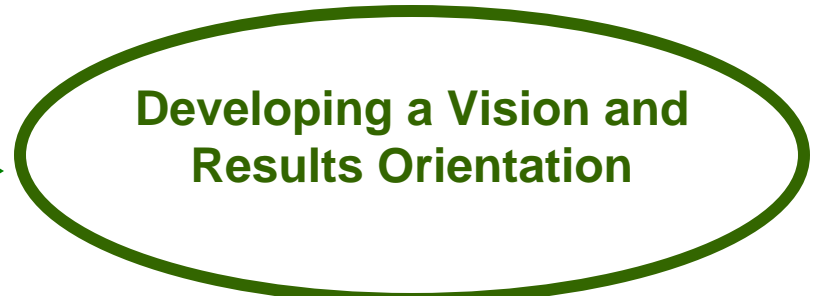
8. Sustainability Plan

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

Eight Elements

Sustainability Planning Process



Step 1: How are we doing so far?

- Introduce sustainability framework
- Take stock with Sustainability self-assessment tool

Step 2: What do we want to sustain?

- Define vision
- Determine desired results and strategies to achieve them
- Measure progress

Step 3: How do we develop needed \$\$\$?

- Clarify what will be financed
- Estimate needs & Identify resources
- Assess gaps
- Determine sources & strategies

Step 4: How will we develop other resources?

- Marshal non-monetary resources
- Use results of self-assessment & environmental scan to determine strategies

Step 5
Translate information into a clear written plan

Sustainability Planning Process



Self-Assessment Tool

- Diagnostic tool to help you:
 - Assess progress
 - Identify internal strengths & weaknesses; identify external opportunities & threats
 - Determine where to target scarce resources
- Organized by elements
 - Rank your progress toward a desired state
- First step in developing a sustainability plan

Sample: Sustainability Self-Assessment

ELEMENT FOUR: Broad-Based Community Support						
The initiative's leaders take steps to involve the community in their work and gain community support based on the initiative's positive impact on families' lives.						
	1	2	3	4	5	Comments
A. The initiative has a plan to establish a desired identity and reputation within the community.						
B. The initiative's leaders involve recipients of their services in their work to improve service design and delivery and to build ownership and support.						
C. In addition to service recipients, the initiative's leaders involve a diverse set of stakeholders in their work (such as community-based organizations, government agencies, and private businesses) to improve service design and delivery and to build ownership and support.						
D. The initiative's leaders and community partners understand and communicate the work's value for families in its community.						
E. The initiative's leaders collect quantitative and qualitative data to show the value of their work for families.						
F. The initiative's leaders package those data in user-friendly formats and communicate them regularly to the community, key stakeholders, media, potential funders, and others.						
G. The initiative's leaders recognize and reward people who are instrumental in helping achieve sustainability for the work.						



Using the Self-Assessment Tool in Your Community

- Determine who to have at the table
- Create an agreed-upon process to deal with issues that arise
- Effective format:
 - Initial discussion to explain concepts
 - Complete the self-assessment
 - Identify strengths to build on, develop strategies to address weaknesses



Sustainability Planning: Success Factors

- Start early!
- Determine available resources
- Involve diverse group of stakeholders
 - Big/creative thinkers
 - Decisionmakers
 - Key partners
 - Users of services
- Integrate into management routine



Additional Resources

- Sustainability Self-Assessment
- Sustainability Planning Workbook
- Sustainability Planning Information Resource Center
 - Available at:
<http://www.financeproject.org/irc/sustainability.asp>

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