

Learning to Answer the Sustainability Question

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introduction



The sustainability question:
"How will you continue the program after the grant funds end?"
Easy answer: "I'll just work harder, do my job better and write more grants."




introduction

The sustainability question is a stumbling block for many grant professionals.


Who asks "the sustainability question"?



introduction



The Issues and Blocks



sustainability isn't




"Sustainability means balancing the needs of humanity with the needs of the living earth. It's meeting today's demands without compromising what's essential for tomorrow. That's why Publix got into a Green Routine® in 2001—long before being eco-savvy was chic. We started making smarter choices to enrich the quality of life of our associates, our customers and our planet."



sustainability isn't

Vision Statement

"We will take action to improve our Sustainability: providing for the present generation while honoring our past and allowing for the needs of future generations."



sustainability isn't

Mission Statement

"It is our mission to increase environmental accountability; to teach the principles of sustainable living; and to implement innovative programs that protect the environment, provide economic savings and enhance our quality of life."



USE OLD CDs INSTEAD OF PAPER FOR PAPER FIGHTS.



sustainability first definition

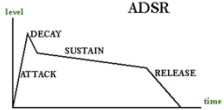


noun 1. the ability to be sustained, supported, upheld, or confirmed. 2. environmental Science. the quality of not being harmful to the environment or depleting natural resources, and thereby supporting long-term ecological balance: "The committee is developing sustainability standards for products that use energy."

<http://dictionary.reference.com/browse/sustainability>




sustainability first definition




Word Origin and History for sus-tain-a-bil-i-ty . The word is a noun whose meaning in "1907, in reference to a legal objection"

Online Etymology Dictionary



sustainability

Sustainability equals stable



sustainability

Grants aren't sustainable




sustainability is

Long term value for your community


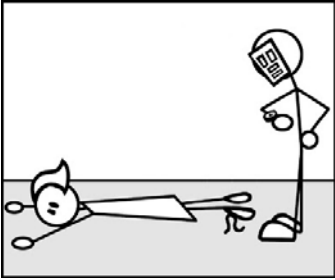


sustainability is

doesn't mean the project will continue intact




stumbling blocks



stumbling blocks


Reviewers are looking for a specific answer




survey says...


100 people were surveyed. The top answers are on the board. "If your grant request is approved, how will you ensure sustainability?"

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.






Making change is easy, but sustaining change is very difficult.




sustainability is


Why?






The question is... how will you continue?





The answer is...





case study

** Note: Case studies handout disclaimer: the names have been changed to protect the innocent.




Case Study One!



case study



how education does it



"A preliminary sustainability plan must be developed as part of the application to show how the community learning center will continue once the funding has been reduced to 90% in year 4, 80% in year 5, and ultimately, after 23st CCLC funding ends. This sustainability plan must indicate how the program will identify and engage in collaborative partnerships that will contribute to developing a vision and plan for financial capacity to support, and eventually sustain, the program after the five-year grant funding ends. The plan must include a specific description of the investments that each partner will make in the program and the associated timeframes for securing each contribution. Please note that sub-grantees are not allowed to reduce services in years 4 and 5 to accommodate the reduction in funding."

Georgia Department of Education, 21st Century Community Learning Centers Grant, FY2036

how education does it

“This sustainability plan must indicate how the program will identify and engage in collaborative partnerships that will contribute to developing a vision and plan for financial capacity to support, and eventually sustain, the program after the five-year grant funding ends.”

Georgia Department of Education, 21st Century Community Learning Centers Grant, FY 2016





2015 Sustainability Question - Case Study One

School District X has a history of program sustainability and success in fund raising. For example, in our pilot schools we were able to continue the operation of school sites after the completion of 21st CCLC funding. These experiences prepare us for what is needed to ensure sustainability within this program. Specific examples of our plan to support programming in years four, five and beyond include:

- School District X currently employs a full time staff person whose only focus is raising funds for our program.
- Use the program to introduce at least 20 new potential funders annually to raise support from individual donors, corporations and foundations
- Seek in-kind support to provide budget relief
- Develop capacity to receive grants from other sources and partners at the conclusion of the 21st CCLC grant period.
- Utilize rigorous program evaluations to obtain funding from large national foundations
- Explore a fee based curriculum model that will allow us to market our curriculum to private, public and charter schools
- Explore a fee based consulting and speaking program that will educate professionals in the education system

School District X expects private funders to make direct cash investments in our program. We will be developing partnerships from day one in preparation of the reductions in funding in our years. Our partnerships will be strong enough to fully support programming in year 6. Of the 25 funders we plan to bring to the table, we target 10% to make an investment by the end of the first year. We will then introduce a different set of funders in year two, as well as continue the relationships with those from year one. Services will not be reduced in years four and five of the grant, and students will not be charged for the program at any time.

1. Initial impression?
2. How will School District X identify and engage collaborative partnerships?
3. What is the plan for after the five-year grant funding ends?




Case Study Two!



** Note: Case studies handout disclaimer: the names have been changed to protect the innocent.



human services are expensive




How will the applicant develop and implement a plan for sustainability to ensure continuation of program efforts beyond the grant?

Health and Human Services, Teen Pregnancy Prevention, FY2015

human services are expensive

Evaluation Criteria:
Extent to which the applicant describes plans for sustainability that are likely to result in the project being sustained after federal funding ends. Includes a description of how sustainability will be integrated into the earliest stages of program planning.

Health and Human Services, Teen Pregnancy Prevention, FY2015





2015 Sustainability Question - Case Study Two

The "Any Teen Alliance" is one of only 9 organizations across the country awarded a \$4.1 million grant to support its TEENS FIRST initiative in Anytown X and Anytown Y. The grant is an initiative funded by the Centers for Disease Control and Prevention to test the effectiveness of community-wide approaches to reducing teen pregnancy. The goal of Youth First is to reduce teen births by 50% over 5 years.

Our community's vision is that all young people in Anytown X and Anytown Y have:

- Access to quality health education and healthcare that supports their ability to make informed decisions about relationship, sexual health, and their lives.
- Consistent community messaging that empowers them to have a hopeful perception of their futures.
- Support in being community leaders, role models, and advocates.

In collaboration with the Any County-based YEARN (Youth Engagement Adolescent Health) network and its many community partners, the Alliance will spearhead a community-wide effort to:

- Increase youth access to quality sexual health information and evidence-based programs
- Increase youth access to sexual health clinical services
- Increase community awareness of teen pregnancy issues
- Promote sustainability of teen pregnancy prevention in the community

With this grant request the Alliance is seeking an additional \$1M to expand our initiative to Anytown Z. We are working to bring together all sectors of the community in this effort. Parents of adolescents, teachers, faith leaders, youth, business owners, school administrators, social workers, community based organizations, clinical providers, employers, pediatricians all have a role to play.

1. How would you score this area? A, B, C or D?
2. How will the Alliance sustain the initiative after the grant funding ends?
3. Is there evidence of how sustainability is to be integrated early?



corporate sees it

Your proposal for funding will be evaluated based on the guidelines of the foundation in question and on the following criteria:

- Demonstration of effective organizational, programmatic and financial objective setting and management
- Evidence of diversity in support sources, with an accounting of funds received from public and private sources
- Evidence that the service is a response to a valid need, is superior to other competing services and/or encourages collaboration with other organizations for maximum leverage
- Documentation of previous program success or substantial reasons to expect such success in the future

JPMorgan Chase & Co.





foundations do it

3. Please enter the total amount raised by the Board from outside sources during the most recently completed fiscal year. Do not include the amounts personally contributed by the Board Members.



4. If the organization were to close its doors, where would you direct clients to receive continued assistance?

5. Describe how the project/program will remain financially sustainable (If requesting general operating support, please describe the organization's overall sustainability plan).

The Annenberg Foundation is a family foundation established in 1989. Founded by Walter H. Annenberg, publisher and ambassador.



easy answer trap


how to avoid the easy answer trap



Why do you need the money?




how to avoid the easy answer trap




Trap answers include:


- We want to serve more people
- We need to hire more staff
- We are seeking more grants
- We are asking everybody we can think of for money
- We are experimenting with crowd funding
- We are buying lotto tickets



sustainability stool?

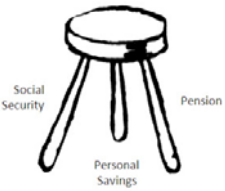


ONE LEGGED STOOL




stools have many legs

Retirement Stability




Social Security Pension Personal Savings



Elements of a sustainability plan

1. The Board Chair knows lots of rich people!



Elements of a sustainability plan


1. Assessment
2. Build a case for support
3. Develop Strategies for Establishing Partnerships
4. Develop Strategies for Resource Development



Sustaining Outcomes
Sustainability of...


Improved Outcomes
VS.
A program, service, or organization

From: Sustaining Improved Outcomes: A Toolkit, by Scott Thomas, PhD and Deborah Zahn, MPH, 2010.




12 Sustainability Factors (excerpt)

<p>STAFF</p> <p>"Staff have the skills, confidence, and interest in continuing new ways of working and improved outcomes."</p> <p>Example:</p> <p>Staff utilize a new curriculum that is more effective at achieving outcomes x, y, and z.</p> <p>Staff use a train-the-trainer model to address high turnover rates at organization. This model ensures program fidelity over time.</p>	<p>SHARED MODELS</p> <p>"Continued use of a shared model among those involved in the new ways of working."</p> <p>Example:</p> <p>Big Brothers Big Sisters of America uses a standard model of mentoring.</p>
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12 Sustainability Factors (excerpt)

<p>PARTNERS</p> <p>"Involvement of partners who actively support new ways of working and improved outcomes."</p> <p>Example:</p> <p>Two community health facilities sharing expensive diagnostic equipment and services.</p> <p>An MOU that details the commitment of project partners to continue a specific process.</p>	<p>SPREAD</p> <p>"Expansion of new ways of working and improved outcomes to additional locations".</p> <p>Example:</p> <p>Expanding a specific technique to match mentors and youth from one city to multiple cities with similar challenges and demographics.</p>
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truck load of tips





truck load of tips


Try Developing a Case for Partnerships

A Case for Partnership is not an official document. It is a one-page, bulleted list of talking points to use when communicating with a potential partner. It is also a straight-forward, logical appeal to the benefits of collaborating.

- Better to serve clients through working together (explain why your services are a good supplement to theirs).

Expanded outreach through referrals to them from your organization.

Expanded visibility to donors due to association with your organization, and their ability to offer more comprehensive services.




truck load of tips

Depending on your organization's needs, you might also mention the following:

Shared services, including:


- Multi-tenant facilities
- Group purchasing
- Accounting services
- Marketing services
- Consulting services
- Human Resources services




truck load of tips

Depending on your organization's situation:



- How to determine the need after the initial funding period
- How to identify and leverage new funding sources and partnerships
- How to integrate a project into your general budget
- Did you get an operating grant
- Did your organization get a planning grant
- Why should your organization continue to operate (and serve your community)



truck load of tips



4 REMEMBER FOUR IS 4 SUSTAINABLE!
How many ways that nonprofits get money?



the answer is your mission, vision and goals



the answer is in your mission

The mission of the Board of Health is to develop and maintain innovative programs to safeguard and improve the general health of the citizens of the Town. Responsibilities include developing and promoting disease prevention and wellness programs as well as improving health education and environmental awareness. The Board of Health is also responsible for interpreting and enforcing the provisions of the State Public Health Code, State Sanitary Code, State and local Environmental Code.

Hampton, Massachusetts



the answer is in your vision

Our Vision is: *"We will be a national leader recognized for clinical excellence and innovation, preferred for a highly coordinated patient experience, and distinguished by the quality of our people."*

- Be recognized for clinical excellence and innovation
- Develop a highly coordinated patient experience
- Be distinguished by the quality of our people.

Banner Health Clinics



solutions for your next grant proposal

1. When to start thinking about sustainability?
2. What should you focus on?
3. Sustainability is a complex goal that requires what exactly?
4. Who drive sustainability efforts?
5. Sustainability is based on?

The future is literally in our hands to mold as we like. But we cannot wait until tomorrow. Tomorrow is now.
--Eleanor Roosevelt



Questions?

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