



# Office of Adolescent Health

*The Path to Program Sustainability Webinar  
Series (Part 1):*

## **Developing Your Sustainability Plan**

May 16, 2019

2:30 – 3:30pm EST





# Developing Your Sustainability Plan

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Technical Assistance Webinar for OAH Grantees

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May 16, 2019





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## **Nonprofit Funding & Fiscal Solutions (NFFS)**

- Mission: To enable our clients to create cultures and systems that result in sustainable programs, fundraising success, and stable infrastructure.
- National Nonprofit Sustainability Center

# Sustainability Webinar Series

Webinar Topic	Date	Focus on Sustainability Factors
Developing Your Sustainability Plan	May 16	<ol style="list-style-type: none"><li>1. Strategize: Create an Action Strategy</li><li>3. Lead: Identify, Engage, Develop Leaders</li><li>4. Evolve: Remain Flexible &amp; Evolve</li></ol>
Five Steps to Assess the Environment	June 27	<ol style="list-style-type: none"><li>2. Assess: Assess the Environment</li><li>4. Evolve: Remain Flexible &amp; Evolve</li></ol>
Sustainability Through Community Mobilization	July 25	<ol style="list-style-type: none"><li>5. Communicate: Communicate with Stakeholders</li><li>7. Partner: Build Strategic Partnerships and Mobilize the Community</li></ol>
After the Grant Runs Out: How to Keep Critical Programs Thriving	August 22	<ol style="list-style-type: none"><li>4. Evolve: Remain Flexible &amp; Evolve</li><li>6. Integrate: Integrate Program Services into Community Infrastructure</li><li>8. Diversify: Secure Diverse Financial Opportunities</li></ol>

The views expressed in this workshop do not reflect the official policies of the Office of Adolescent Health, or the U.S. Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government. Any statements expressed are those of the presenters and do not necessarily reflect the views of the Office of Adolescent Health, or the U.S. Department of Health and Human Services.

How much “sustainability” work have you done?

- A. Not much beyond the original proposal
- B. Currently working on the plan, but have not yet completed it
- C. Completed our plan
- D. Completed our plan and are now implementing action steps

# Session Objectives

- Define “sustainability”
- Demonstrate why sustainability matters
- Provide overview of Eight Factors
- Outline best practice steps in sustainability planning
- Present three case studies showing:
  - ✓ Challenges/solutions in Creating an Action Strategy (Factor 1)
  - ✓ Ways each agency created engaged, diverse Leadership Teams (Factor 3)
  - ✓ Different approaches to Being Flexible & Evolving (Factor 4)

# What is Sustainability?



*Then the grasshopper knew  
it is best to prepare for the days of necessity.*

Aesop





# Why Sustainability Matters...



... To funders

... To organizations

... To participants/community

- Average lifespan of a nonprofit organization is 6-15 years
- Thousands of nonprofits close their doors every year
- Why?
  - Loss of focus
  - Lack of community support
  - Overemphasis on scaling/growing
  - Losing uniqueness/specialness
  - Culture chasm
  - And.....

**“If Money Can Fix it (It's Not The Problem)”**

## The Eight Factors

1. Strategize: Create an Action Strategy
2. Assess: Assess the Environment
3. Lead: Identify, Engage & Develop Leaders
4. Evolve: Remain Flexible & Evolve
5. Communicate: Communicate with Stakeholders
6. Integrate: Integrate Program Services into Community Infrastructure
7. Partner: Build Strategic Partnerships & Mobilize the Community
8. Diversify: Secure Diverse Financial Opportunities



## Best Practice:

### ■ *Pre-Planning*

1. Assemble the internal leadership team
2. Recruit outside/community members to Planning Committee
3. Assess environment

### ■ *Planning*

4. Envision your program's future
5. Integrate assessment findings
6. Prioritize what to sustain
7. Establish budget/resources needed
8. Identify feasibility of different fundraising strategies
9. Identify the goals, methods, and action steps

# Three Studies in Sustainability

- **TOP® in Connecticut (TOPic)**

1. Action Planning/Back to Basics
2. Assess, Adapt & Change



- **The Care Center**

1. Donors, Partners and Friends
2. Assess & Innovate (& repeat)



- **Rethink**

1. Big Vision
2. Youth in the Lead



## Creating an Action Strategy

### ■ Challenges

- Lack of clear community of stakeholders / leaders
- No obvious source of alternative funding
- Participating agencies with limited resources (time/funding)
- Model required adaptation
- Enthusiasm gap

### ■ Solutions

- Work the Plan
- Inter-agency collaboration
- Persuade stakeholders (internal and external)

#### Sustainability Meeting Agenda

- **Introductions**
- **What has been valuable about the TOP model** to date and to what extent does it support your basic mission?
- **What aspects of TOP would you want to continue** in the future? Are there aspects of TOP that are less valuable to your agency/program?
- **Are there ways you would like to implement TOP differently** in the future? (assuming you want to continue it in some way)
- **What does sustainability mean** in the context of TOP?

## Creating an Action Strategy

### ■ Challenges

- No obvious source of alternative funding after federal grant
- Internal/external resistance to approach
- Limiting expectations for young moms
- No natural allies

### ■ Solutions

- Identify allies
- Educate community
- Celebrate success
- Excite funders




Used with permission from The Care Center



## Creating an Action Strategy

- Challenges
  - Hurricane “fatigue” for funders
  - Community fractured
  - Natural allies dispersed/disorganized
- Solutions
  - Organize around energy to rebuild
  - Give youth the megaphone
  - Build a community of youth leaders and their allies
  - Annual planning process BECOMES the solution



**KIDS RETHINKING NEW ORLEANS' SCHOOLS**

What We Endured, What We Envision: Public School Students Speak Out  
Kids Press for Strong Voice in Rebuilding NOLA Schools  
Youth Plan To Monitor Schools Using Their Own Evaluation Tool  
Giant “Deck of Cards” Architectural Exhibit Depicts Dreams for Good Schools

*NEW ORLEANS* - School children, ages 10 -17, will stage a 10:30 am news conference on July 21 outside the hurricane-ravaged Sherwood Forest Elementary School in New Orleans East. The subject is the New Orleans public schools, past and future: “What we endured, what we envision.” The children’s message will be loud and clear: “We want a voice in rebuilding the school system that Katrina destroyed.” **Recovery School District Acting Superintendent Robin Jarvis and City Council President Oliver Thomas will also speak.**

*We’ve heard from the politicians and the bureaucrats and the bean counters. Isn’t it time we heard from the kids, the customers who actually use the schools?*

## Lead: Identify, Engage & Develop Leaders

### *Leadership Team:*

- Participating agency directors, program staff, and fund development staff
- TOPic coordinating agency
- Organizational partners

### *Leadership Team did not include:*

- Community Advisory Group
- Youth Advisory Council
- Funders
- Local decision-makers
- Families

# Sustainability Factor #3: The Care Center

## Lead: Identify, Engage & Develop Leaders

### *Leadership/Planning Team:*

- Board members
- Key staff & consultants
- Designated youth

### *Community Advisors Team:*

- Donors & other supporters
- Funders
- Provider partners
- Educational institutions
- Youth Participants
- Funders
- Local decision-makers
- Families



Photo used with permission from The Care Center

# Sustainability Factor #3: Rethink

## Lead: Identify, Engage & Develop Leaders

### *Leadership/Planning Team:*

- Youth Participants (with adults in support, facilitation, and training role)

### *Community Advisors:*

- Local agency partners (other youth-led organizations)
- National youth justice groups
- Donors & other supporters
- Funders
- Schools/educational institutions
- Local decision-makers
- Families

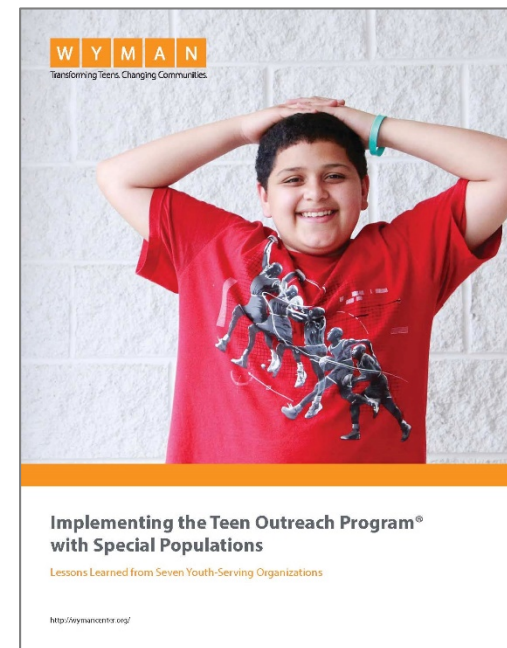


“HBO documentary spotlighting New Orleans Rethinkers gets Emmy nomination” - *The Times-Picayune* (2012)

## Evolve: Remain Flexible & Evolve

### How did TOP® in Connecticut Adapt/Evolve?

- Use evaluation to drive adaptation of model
- Use evaluation to persuade internal stakeholders of TOP®'s value
- Integrate programs and services into partnering agencies' structure/programs
- Disseminate lessons learned
  - ✓ YouTube  
(<https://www.youtube.com/watch?v=oFYIb5OkR8E>)
  - ✓ *[Implementing the Teen Outreach Program](#) with Special Populations: Lessons Learned from Seven Youth-Serving Organizations*





## Evolve: Remain Flexible & Evolve

### How did The Care Center evolve?

- Engage allies in year-round supportive activities
- Expand “the family”
- Be bold and innovative
- Make evaluation a cornerstone
- Drive continuous improvement/constantly reinvent
- Show what is possible/change the culture
- Maximize the media



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**“As in the best prep schools in the country, we do whatever it takes to see that our students succeed.”**

# Sustainability Factor #4: Rethink



Root Of It All - Kids Rethink New Orleans Schools

2,342 views

👍 9 🗨️ 0 ➔ SHARE ⌵ SAVE ⋮



IWES NOLA

Published on Jan 30, 2013

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On November 20, 2012 the Institute of Women & Ethnic Studies, in partnership with Dillard University, hosted the Root Of It All: The State of Mental Health of New Orleans' Youth Conference. Over two hundred attendees learned about the challenges our children are currently facing and

SHOW MORE

## Evolve: Remain Flexible & Evolve

How did Rethink adapt?

- Build adaptation into approach/model
- Program focus derives from annual vision
- Annual evolving priorities set by youth
- Maximize publicity to leverage community support
- Youth driven, youth-led
- Establish local, regional, and national allies



**ABC ORGANIZATION**  
**SAMPLE SUSTAINABILITY PLAN**  
**4/1/2014-9/30/2015**  
**(UPDATED/REVISED 2/10/2015)**

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**A. Goal**

\$1 million

No fixed time frame for raising this amount has been set; ideally within the next 12-18 months.

**B. Fundraising Activities**

In the next six months, ABC will pursue the following avenues in order to build organizational capacity, increase access to revenue sources, and promote ABC name recognition, credibility, and brand.

***Private Foundations***

- Lead grant applicant. Prospect research, grant preparation and submission to both regional and national grantmakers.
- Partnerships. Pursue opportunities to partner and/or serve as subcontractor for other organizations, and in particular ABC partner organizations, that are submitting grants to private foundations.

***Public (Federal/State) Contracts***

- Lead grant applicant. Review new announcements for federal/regional grants and prepare and submit grants. Prioritize capacity building, planning and program development.
- Partnerships. Pursue opportunities to partner and/or subcontract with other organizations, and in particular ABC partner organizations, that are submitting federal/state proposals.

***Down→Up Partnership Development***

- Partnerships. Pursue collaborative projects (including, when possible, fundraising/grantwriting) and identify and build potentially symbiotic relationships with appropriate partners.
- ABC support and expertise identified in local/regional/national grants. Encourage youth service organizations and ABC group members to name ABC as a partner, supporter and expert. Purpose to increase exposure of ABC name and expertise. ABC to provide support letters to bolster success of these grants and demonstrate reciprocal, collaborative relationships.

***Organizational Assessment and Technical Assistance (OATA) Initiative/National Certification.***

- ABC Organizational Assessment and Technical Assistance (OATA) Initiative (fee-for service TTA consultation). Entails ABC members and associates delivering information about OATA and ABC to agencies, coalitions and conferences. ABC consultation to focus on youth advocacy skills development.
- National Certification. Explore potential for ABC to participate as expert in development and delivery of national certification program for youth advocates.



**C. Fund Development Activities/Timeline**

Method: **Private Foundations**

Goal for this Method: \$350,000

Primary Activity	Secondary Activities	Individual(s) To Accomplish Tasks	Timeline
1. Lead Grant Applicant	a. Prospect research & prioritize prospects, create prospect list/calendar. Prospect for both ABC as a lead and ABC as a partner with XYZ Network, MNO Collaborative, or Valley Youth Leaders. Otherwise, seek prospects that do not compete with ABC partners.	Sharon (with approval from ABC group)	<ul style="list-style-type: none"> <li>▪ Initial list completed by April 2015 (ok)</li> <li>▪ Update/prioritize prospects every six months, October and April, thereafter (ok) 4/2015</li> </ul> <p>Grants are being submitted in response to RFP's; April prospect list prepared.</p>
	b. Write & submit grants	Sharon with review by designated ABC member(s)	According to ABC grant calendar No formal calendar has been developed; grants being submitted based on RFP timeline
2. Partnerships	a. From prospect research, identify opportunities better suited for lead by ABC partners/ universities /youth service agencies (not by ABC)	Sharon (with approval from ABC group)	6/2015 (ok) (ongoing thereafter) (ok)
	b. Identify potential lead applicants that ABC could partner with or serve as subcontractor to.	ABC members	As funding opportunity is identified (ok)
	c. Engage in relationship building with potential partners, with an eye towards jointly responding to funding opportunities in the future.	ABC members	Ongoing (ok)
	d. Provide lead agency with grant writing support as appropriate.	Sharon	As agreed to by ABC members and partner (ok)

**Method: Public (Federal/State) Contracts**

**Goal for this Method: \$500,000**

<b>Primary Activity</b>	<b>Secondary Activities</b>	<b>Individual(s) To Accomplish Tasks</b>	<b>Timeline</b>
1. Lead Grant Applicant	a. Review announcements for federal/regional grants.	Sharon	Daily grants.gov postings; regular review of other sources (ok) (ongoing)
	b. Determine feasibility of prospect/ program elements/ priority grants and prioritize promising prospects that do not compete with ABC members' revenue sources.	Sharon/ABC member(s)	As potential opportunities are identified (ok)
	c. Write & submit grants	Sharon with grant writing support and review by designated ABC member(s)	According to deadlines of targeted grant opportunities (ok)
2. Partnerships	a. Identify public opportunities better suited for lead by ABC partners/ universities/ youth service agencies (not by ABC)	Sharon/ABC members	Daily grants.gov postings (ok) (ongoing) regular review of other sources (ok) (ongoing)
	b. Identify potential lead applicants that ABC could partner with or serve as subcontractor to.	ABC members	As funding opportunity is identified (ok)
	c. Focus on partnering with XYZ Network, MNO Collaborative, and Valley Youth Leaders Program to devise/ build collaborative programs in response to funding opportunities.	ABC members	As lead applicants are identified (ok)
	d. Provide lead agency with grant writing support as appropriate.	Sharon	As agreed to by ABC and partner (ok)

**Method: Down→Up Partnership Development**

**Goal for this Method: Establish relationships relevant to future fundraising opportunities**

<b>Primary Activity</b>	<b>Secondary Activities</b>	<b>Individual(s) To Accomplish Tasks</b>	<b>Timeline</b>
1. Partnership Development	a. Generate contact/ mailing list of potential partners (in addition to the organizations listed in the previous activity) that might be potential partners for ABC and/or we would like to inform about ABC	ABC members	6/30/2015; quarterly review/update of list thereafter (ok) Partnership Development Plan in progress
	b. Determine preferred mode of contact with each identified organization (phone call, written materials, or written materials and phone call, etc.).	ABC members	Ongoing as partners are identified (ok) Determined as partners are identified
	c. Prepare written and electronic outreach materials as necessary.	ABC members/Sharon	(ok) Website completed 8/30/2015: Identify and prepare any other outreach materials that might be needed
	d. Contact identified organizations to provide information about ABC, expertise of members, benefits of association/ partnership with ABC, and planned programs/ activities.	ABC members	6/30/2015; Partnership Development Plan Completed (quarterly contact with new/ ongoing contacts thereafter)
	e. Every four months, identify the “top 10” best partnership prospects and designate an ABC member to follow up with each organization.	ABC members	Identify the top 10 prospects by 9/15/2015; follow up within 10 days of initial contact by mail/e-mail; quarterly phone contact thereafter
2. ABC support and expertise identified in local/ regional/ national grants.	a. Prepare ABC case statement to provide source language for PR materials, outreach letters, etc.	Sharon (with approval by ABC members)	Initial draft completed May 14 (ok) Final version submitted 7/9/09
	b. Generate contact list of organizations (including current ABC members, potential partners & others in the field) that would be likely to incorporate ABC into their grants.	ABC members	Initial list completed by 8/28/2014; quarterly review/update of list thereafter (ok)

Primary Activity	Secondary Activities	Individual(s) To Accomplish Tasks	Timeline
	c. Determine ideal mode of contact with each identified organization (phone call, written materials, or written materials followed by phone call, etc.).	ABC members	Completed by 8/28/2014 (ok)
	d. Prepare written and electronic outreach materials and website as necessary.	ABC members/Sharon	July 10-August 15, 2014 (ok) Website revamped and updated
	e. Make contact with identified organizations; explore potential for including ABC in grants, website, and outreach information.	ABC members	September intensive outreach (quarterly contact with new/ ongoing contacts thereafter) (ok) This is being done in relation to specific grants, with focus on collaborative grantwriting with XYZ Network, MNO Collaborative, Valley Youth Leaders.
	f. As requested, provide support letters/ MOUs to organizations that include ABC in their grants.	ABC members (Sharon to assist as necessary)	To meet timeline established by organization. (ok)
	g. Designate ABC member to follow up with organizations that included ABC in their grants, offer assistance, arrange consultation as requested, etc.	ABC members	At least quarterly (more often for active work projects) (ok) Happening as joint projects are identified

**Method: Organizational Assessment and Technical Assistance (OATA) Initiative**

**Goal for this Method: \$150,000**

Primary Activity	Secondary Activities	Individual(s) To Accomplish Tasks	Timeline
1. Fee-for-Service/ Consultation	a. Create an ABC task force to design and launch ABC's OATA program.	ABC members	Completed by 8/14/2014 (ok)
	b. Identify and contact ABC members and associates who are available for consultation/delivery of OATA program including strengths-based workforce assessment and delivery of workforce development strategies.	OATA Task Force	Completed by 9/30/2015 Currently working on ABC's internal assessment and the guidelines/risk management issues associated with this section
	c. Devise process for selecting and matching ABC experts to speaking/ OATA consultation requests; include development of contracts, fee scale, etc.	OATA Task Force	9/30/2015
	d. Prepare written and electronic materials to promote availability of ABC speakers/consultants.	OATA Task Force with approval of ABC members	Completed by 9/30/2015
	e. Distribute promotional materials.	OATA Task Force	10/2015 (with quarterly updated announcements and promotion thereafter)
	f. Match speakers/consultants to opportunities and follow up contact after each engagement	As determined by OATA Task Force	As requested (follow up to take place within 15 days of engagement)
2. National Certification	a. Recruit individuals and/or establish Task Force to explore potential (and if feasible to devise system) for positioning ABC to participate in development and delivery of national certification program for youth advocates. The goal is to enter into a partnership with and support the efforts of an organization to establish a national youth advocate certification system.	ABC members	Completed by 9/30/2015 Have identified partner and is determining course of action

- Obtaining authorization
- Identifying support/CBA needed
- Obtaining stakeholder buy-in
- Finalizing the plan

Grantees can find these resources at the OAH Teen Pregnancy Prevention (TPP) and Pregnancy Assistance Fund (PAF) [Resources Center](#)

- [The OAH Framework for Program Sustainability](#)
- [Sustainability Planning Template](#)
- [A Guide to Sustainability Resources](#)
- And more!

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**Office of Adolescent Health**



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