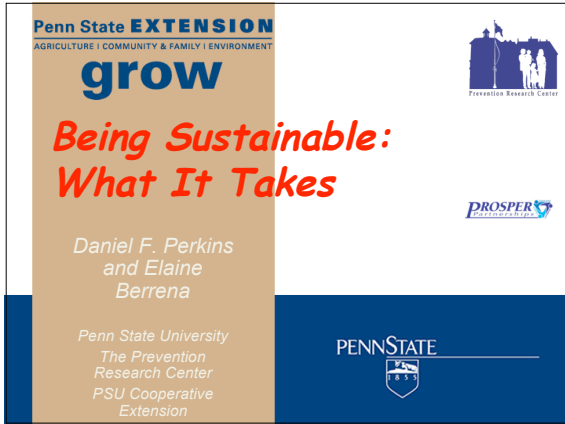


# Being Sustainable: What it Takes



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We have a responsibility to our program recipients; they've had so many losses in their lives and for us to come in for a year or two or three and give them hope, only to have the program go away, we've just caused another loss and a further loss of hope in their lives.”  
(Ackerlund, 2000; p.353)

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## Sustainability Planning

- Why take the time to create a written sustainability plan?
  - Takes time to change outcomes
  - Needed resources rarely just appear—need to be intentional
- When to start
  - Usually after the first year of programming

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# Being Sustainable: What it Takes

**What is sustainability?**



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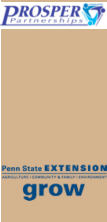
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**Sustaining Programs in General - Mancini & Marek**  
(1998, 1999, 2003, 2004)



- Sustaining programs initiated in communities is an obligation of program professionals.
- Sustainability is the power or the capacity of programs to continuously respond to identified community issues.
- A sustained program maintains a focus consistent with its original goals and objectives, including the individuals, families, and communities that it was originally intended to serve.
- It is more important to sustain benefits to families than to sustain program activities per se.



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**Sustainability is when "the program components developed and implemented in earlier stages are maintained after the initial funding or other impetus is removed."**

(Scheirer, 2005; p. 322)

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# Being Sustainable: What it Takes

Sustainability is  
"the process of ensuring an  
adaptive prevention system  
and a sustainable innovation  
that can be integrated into  
ongoing operations to benefit  
diverse stakeholders."

(Johnson et al., 2004; p. 137)

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## Thus ...

- A change process with specific sustainability action steps
  - Ongoing and cyclical
- Receptive to change; adapt the innovation to the system
  - Infrastructure capacity is a determinant of sustainability
- Innovation is to be sustained
  - New EBI
  - New process or procedure
- Integrated into normal operation
- Proven to benefit diverse stakeholders



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- ECOMAP EXERCISE



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# Being Sustainable: What it Takes

## Building your Team/ Community Collaborative

- Take time, up front, to build a strong collaboration (Who is on the bus?)
- Involve key constituencies at appropriate times (journalists, CEOs, legislators, community leaders)
  - Not all members will be equally involved in the implementation or sustainability of the program
  - Some members may be brought on to advocate for you and will not attend every meeting. (advisory group, implementation management group, and front-line workers group).
- Develop a system to solve problems that

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**Sustainability Factors**

**Capacity Building (Adaptive Prevention System)**

**Sustainable Innovation**

1. Resources to sustain the innovation
2. Structures and formal linkages to sustain the innovation
3. Champion roles and leadership to sustain the innovation
4. Administrative policies and procedures to sustain the innovation
5. Expertise to sustain the innovation

1. Alignment between the innovation and the needs of the innovation stakeholders
2. Ownership among innovation stakeholders
3. Relationship among the innovation's key stakeholders
4. Implementation quality and integrity of the innovation
5. Effectiveness of the innovation

(Source: Johnson, et al., 2004)

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Sustainability is a process, not an event

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Daniel F. Perkins, Professor of Family and Youth Resiliency and Policy, & Elaine Berrena, Prevention Coordinator, Prevention Research Center, Penn State University. An presentation during the Blueprints Conference in Denver, CO. (March 18, 2008).

# Being Sustainable: What it Takes

**PROSPER RCT**

- 28 communities, randomly assigned to intervention or delayed wait-list control (14 each – 7 per state)
- Approximately 12,000 youth across two cohorts
- Each community selected 1 family-focused and 1 school-based EBI from a menu
- Provided two years of funding for each program, match for year three, then only team support



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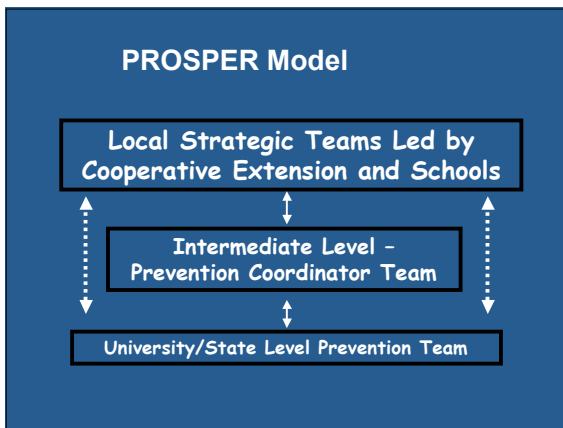
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- Strong emphasis on sustainability planning and local capacity building
- Professional development for CES team leader – “Learning Communities”
- Leadership transition model – PC to TL
- System transformation in CES at state and regional level
- Engaged whole team in sustainability planning
- Presented a comprehensive definition of sustainability



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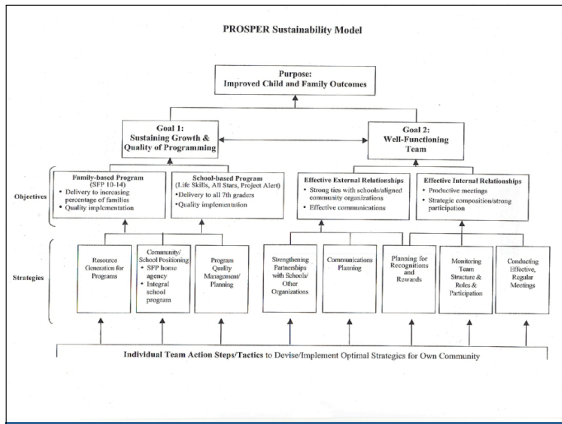
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# Being Sustainable: What it Takes




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- Currently in second year of full sustainability
- All teams and family programs sustained; 12 of 14 school programs sustained
- Combination of short-term and stable funding sources
- Teams have institutionalized monitoring of implementation quality/fidelity
- Teams continue to use Sustainability Planning Model to guide action plans
- Several teams have expanded into neighboring communities

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# Being Sustainable: What it Takes

<h2>Assess Alignment</h2>	
<ul style="list-style-type: none"><li>• Identify stakeholders</li><li>• Identify priorities for each</li><li>• Describe relationship to EBI (direct, indirect, no relationship)</li><li>• Describe action for alignment<ul style="list-style-type: none"><li>– Communicating existing relationship and benefits (more effective or more efficient)</li><li>– Persuading organization to broaden priorities</li></ul></li></ul>	 

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<h2>Elements Foster Sustainability</h2>	
<ul style="list-style-type: none"><li>• Program Design<ul style="list-style-type: none"><li>– Build a high-quality program – measure implementation and outcomes (guard against program drift)</li><li>– The “modification” of the programs<ul style="list-style-type: none"><li>• Caution – need to ensure not changing core elements</li></ul></li><li>– Expand the pool of individuals and organizations that are certified to implement the EBI.</li><li>– Program staff members perceptions of benefits to clientele are key.</li><li>– Cost-effectiveness of your program</li><li>– Promote the program externally (Social Marketing) and internally (in-reach)<ul style="list-style-type: none"><li>• Public events with sponsors (corporate &amp;</li></ul></li></ul></li></ul>	 

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<h2>Elements Foster Sustainability</h2>	
<ul style="list-style-type: none"><li>• Organizational Setting<ul style="list-style-type: none"><li>– Program Champions in and out</li><li>– Fit of new program with existing collaboration or organization’s mission and operating procedures</li><li>– Staff perceive a benefit to themselves</li></ul></li></ul>	 

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# Being Sustainable: What it Takes

**Elements Foster Sustainability**

- Community Environments
  - In-kind resources from partners
  - Expertise for fund raising
  - Supportive political climate
  - Availability of large number of funding sources



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