




Sustainability

1. What is Sustainability
2. Start-up
3. Scaling-up
4. Time out points
5. Turnaround /Exit Strategy
6. Role of Funder



Some definitions

- Capacity to endure; development that meets the needs of the present without compromising the ability of future generations to meet their own needs; equity over time, being fair and sensitive to future generations as we play out the present
- How to keep programs going once funding is no longer there; maintaining and continuing programs/services after the grant period has ended
- The ability to bounce forward



What we've done

Instinctually:

- Needs Assessment & Member & Grantee Surveys
- Consider sustainability from idea or project onset & in RFP
- Provide technical assistance and support
- Provided training & organizational development opportunities for new/emerging entities
- Require a sustainability objective for each funded project
- Considered options for providing sustainability assistance


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What we've done continued

Staff Concerns:

- Hard to maintain member interest.
- Luck OR “Do we know what we are doing?”
- What resources are available to back up our “instincts?”



Where are we?

- How can we proceed more strategically?

????????

- 9/2009 - Sustainability as critical feature of all
2012-2016 State Plan Possibilities
- 6/2010 - Enlisted assistance
- ?????? - More to come

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Start Up

- Customer Analysis
- Market Analysis
- Partner Analysis
- Resource Analysis
- Message and Marketing
- Risk Analysis

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Scaling Up

- ❑ Systems in place to support the work (financial, communication, accountability, support)
- ❑ Fostering Social Capital and Social Networks & Shared beliefs
- ❑ Ongoing Renewal of Core Purpose and Values
- ❑ Core Competencies
- ❑ Leveraging resources
- ❑ Strategic alliances (allies vs. competitors) ;Convert supporters to evangelists for the cause
- ❑ Staff resources that enable them to be more competent
- ❑ Continual Learning & ongoing monitoring & evaluation
- ❑ Contingency planning and crisis response
- ❑ Affect policy changes
- ❑ Innovative & strategic adaptation to changing circumstances
- ❑ Share leadership

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Time Out Points

- ❑ Time outs to assess and decide
- ❑ Triggers for time outs
- ❑ Reconfirm the importance of ongoing monitoring and evaluation

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Turn Around and Exit Strategy

- Your decision points—if this does not happen by_____, then what turnaround strategy or what last resort will you use?

Turnaround

- * Change delivery
- * Change services
- * Change clients
- * Out source
- * Renegotiate

Last Resort

- * Minimize loss
- * Drop portions of program
 - * Out source
- * Shut down

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Role of Funder

- Sustainability education & support
- Leadership development
- Training programs
- Policy forums
- Dialogues to deepen knowledge & foster collaboration
- Technical Assistance (or fund to purchase TA)
- Grant activities/funds devoted to continuation
- Appropriate reporting procedures
- Positive Deviance

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4 D's of Positive Deviance

www.positivedeviance.org

- **Define** the desired outcome
- **Determine** who/what is already exhibiting the defined outcome
- **Discover** what behaviors/strategies (that are not site specific) are contributing to the achievement of the defined outcomes
- **Develop** ways people can practice and institute those behaviors in ways that are site specific for them


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Resources

- *Reflections on Sustainability* (CA Wellness Fdn.)
- *The Sustainability Formula* (TCC Group)
- *Scaling Up* (Dunst)
- *Leadership for Sustainability in Support for Persons with Developmental Disabilities* (Lakin)
- *Constructing the New Service Paradigm: Responding to Today's Challenges* (Thaler)

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