Sustainability

- Sustainability is about maintaining and continuing program services after the funding period is over.
Sustainability

• Sustainability means having needed services become a permanent part of community resources
• Sustainability means not starting over with the next grant

Sustainability

• Sustainability means all your hard work has long term value for your community
• Sustainability doesn’t always mean the project will continue intact.
Sustainability

• New programs and projects are only part of a changing and evolving community system.
• The most successful components should become part of the overall process of positive change.

Developing Sustainability

Sustainability begins with program development

✓ The goal of any new program should be to improve individual and community well-being
✓ This is not a short term goal.

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Developing Sustainability

• Sustainability requires:
  – structural transformation: moving resources from lower to higher productivity
  – effective governance: competence, accountability, and accessibility of information.
  – economic growth: growth of program income and community capital.

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Developing Sustainability

• We need to change the way we think about program development if we are to develop sustainable programs
• We need to look at the longer term possibilities, opportunities and challenges

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Developing Sustainability

• Requires a shift from implementing a plan of action to programs creating an ongoing transformational process that will address different participant and community interests.

Developing Sustainability

• Sustainability is about change
• Implementing change is easy
• Sustaining change is very difficult
Developing Sustainability

- Change is a process
  - Timing is everything
  - Expect the unexpected
  - Use your head but trust your heart
  - Knowledge is power
  - Social marketing and salesmanship
  - There are no endings, only new beginnings

Sustainability

- Sustainability efforts differ for different types of projects
- There will always be competing interests
- There will always be multiple views of a project’s goal
Goals of sustainability

• Integration into the community
  – accepted by the community
  – well used by the community

• Institutionalize into local systems
  – part of a larger network of services and resources

Goals of sustainability

• Extension program relationships and long term networks
  – Develop new partnerships
  – Enhance existing relationships

• Program evolution and development
  – Diversify, specialize
  – strategize, evaluate
Steps to Sustainability

1. Program Visibility

Ensure that people are aware of the program from the beginning.

- Promote the program
- Promote program results
- Develop program leadership
- Incorporate social marketing strategies

Steps to Sustainability

2. Community Involvement

Involve people from all parts of the community

- Create opportunities for participation, collaboration, and resource sharing.
- Communicate openly
- Educate and inform the community
- Provide opportunities for training & leadership
Steps to Sustainability

3. Create a diverse base for program funding and support.

Seek financial support from multiple sources and multiple levels

- community, program, administration, leadership
- reduce reliance on a sole funding source or funding type.

Steps to Sustainability

4. Promote systems change

Identify how your program can improve the existing community structure

- make sure people understand how the current system works and why change is needed
- propose realistic changes and the benefits of change
- start with small changes at as many different levels as possible
Strategies for Sustainability

• Examine program structure
  – participation, stakeholders, and theoretical framework
• Develop project infrastructure
  – policies, procedures and protocols
  – cost effective and affordable strategies

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Strategies for Sustainability

• Acknowledge the importance of program and evaluation data
  – use your data to solicit interest and support
• Promote spillover effects
  – identify benefits to the community that result from the services you provide.

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Sustainability

Sustainability isn’t just about more money, it is about:

• Continuous relationship building
• Finding a niche
• Diverse funding sources
• Flexibility

Sustainable Relationships

• Communication
• Trust
• Reciprocity
• Commitment
Creating a Niche

• Address a current need
• Be innovative and flexible
• Don’t duplicate existing services
• Provide training and expertise that doesn’t exist elsewhere in the community

Diverse Funding Sources

• Grants and contracts from other sources, e.g. private sources
• Fees for services
• Reimbursable services (e.g., medicaid)
• Volunteers, donations, inkind
• Active fundraising
Program Flexibility

- Be able to accommodate change and rethinking
- Incorporate evaluation into program implementation
- Focus on realization of project objectives rather than outputs
- Be open to new ideas

Program Sustainability

- Consumers and community members must be interested
- Tribal leadership must be supportive
- Service providers must be willing to work together
Gaining Support

- Project Team
- Project and Tribal Administration
- Clients, Consumers
- Community Members
- Funding Agencies

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Gaining Support

**Project Team**
- Commitment to comprehensive planning
- Commitment to program evaluation
- Commitment to program flexibility

- Team building
- Training

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Gaining Support

Project and Tribal Administration
- Support for comprehensive planning
- Support for program evaluation
- Support for flexible implementation

- Documentation
- Data

Gaining Support

Clients and Consumers
- Cooperation with the new system
- Use of the new system

- Involvement in the process
- Social marketing
Gaining Support

**Community Members**
- All types of support
- Acceptance of the new system
- Community Mobilization
- Social marketing

**Funding Agencies**
- Continued funding
- Cooperation and assistance
- Documentation, accountability
- Protocols, policies and procedures
Social Marketing

• Special Events
• Promotional Items
• Informational materials
• Celebrations of success
• Open communication

Multiple Dimensions of Sustainability

• The Project
  – apply systemic methods
    • Address the need for collective purpose
• The Stakeholders
  – develop participation and coalition
    • accommodate multiple views of sustainability within the project

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Sustainability

- Sustainability is best achieved through:
  - Program development that includes a long term focus
  - Ongoing program evaluation
  - Consistent policies
  - Reliable data
  - Community interest and support