**Ohio SPF-PFS Initiative: Sustainability Module**

**Final Template (August 9, 2019)**

**County Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Coalition Name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ Date: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Introduction**

“The key element of sustainability is providing continued benefits, regardless of particular activities delivered or the format in which they are delivered.” –Mancini & Marek (2002)

There are four clarifying questions that need to be answered in order for sustainability planning to move forward:

1. *What* are you trying to sustain? (put another way, *What* needs to be sustained?)
2. **Public Value**: What *evidence* do you have that what you are doing is *worth sustaining*? (put another way, Why does this initiative *deserve* to be sustained?)
3. **Authorizing Environment**: What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?
4. **Operational Capacity**: What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

**A. Building the Sustainability Team**

Before these questions can be answered, it is essential that you *identify the key players*. It is very important to consider your authorizing environment (Moore, 1995).

Who are the individuals in your agency, organization, coalition or community that need to be involved in conversations about sustainability? Please do not list your entire rosters. Be purposeful and intentional about the individuals who need to be at the table to discuss sustainability. This group must be big enough to be inclusive but small enough to move forward quickly. Please also consider individuals from outside your agency, organization, coalition or community that could play a role in sustaining the work of your SPF-PFS initiative (however you define it) in your community.

Please respond here.

**B. Sustainability Question #1: What are you *trying to* sustain? (put another way, What *needs* to be sustained?)**

Weiss, Coffman, Bohan-Baker (2002) identified four categories related to “initiative sustainability.” These categories are very broad and are very applicable to grant-funded initiatives. These categories may be helpful for your team as you plan for sustainability. If your team has already clearly articulated what you are trying to sustain, you may want to categorize your objectives. Please feel free to create your own category if you need to.

*Please remember that you do NOT need a sustainability objective/goal for each category. We are providing these categories as conversation catalysts, not as requirements.*

1. *Organizations and/or Projects*: securing additional funding for projects begun or supported under the initiative
2. *Ideas*: maintaining the initiative’s core principals, values, beliefs, and commitment
3. *Relationships*: maintaining connections among people and institutions
4. *Outcomes*: maintaining initiative results

Please choose the question that most appropriately applies to your project: What are you *trying to* sustain? (put another way, What *needs* to be sustained?) Please state your sustainability objectives/goals as bullet-point statements. **Each objective/goal must be specific, measurable, and observable.**

Please respond here.

**C. Sustainability Question #2: Public Value - What *evidence* do you have that what you are doing is *worth sustaining*? (put another way, Why does this initiative *deserve* to be sustained?)**

We discussed the idea of *public value* (Moore, 1995). It may be helpful to frame this conversation among your planning team as such. For example, it may be useful to have your planning team respond to these questions (You do not need to write responses to these questions, these are just provided as conversation catalysts.):

* How is this SPF-PFS initiative (however you define it) positively impacting the community?
* What results from this SPF-PFS initiative (however you define it) are valued by the community?
* What results from this SPF-PFS initiative (however you define it) are valued by the leadership team?

Once you have answered these questions, please respond to the overarching question (whichever form is most applicable to your situation): What evidence do you have that what you are doing is worth sustaining? (put another way, Why does this initiative deserve to be sustained?)

Please respond here.

**D. Sustainability Question #3: Authorizing Environment - What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?**

We discussed the idea of *authorizing environment* (Moore, 1995). It is important to determine who holds the ability to make key decisions regarding the sustainability of the project.

What *institutional supports, structures, and/or policies* need to be in place to achieve sustainabilityof your SPF-PFS initiative (however you define it)? It may be helpful to frame your answer using the following sub-questions:

|  |  |
| --- | --- |
| Strengths | Weaknesses |
| * What current *institutional supports, structures, and/or policies* support your SPF-PFS initiative (however you define it)?
 | * Of these structures, which could be strengthened to ensure sustainability of SPF-PFS initiative (however you define it)?
 |
| Opportunities | Threats |
| * Which structures are still needed to ensure sustaining your SPF-PFS initiative (however you define it)?
 | * What structures are blocking or obstructing your SPF-PFS initiative (however you define it)?
 |

Please respond here. The table below will allow you to capture the four SWOT elements. If you are planning to sustain multiple items, you may want to include a separate SWOT table for each item.

|  |  |
| --- | --- |
| Strengths | Weaknesses |
|  |  |
| Opportunities | Threats |
|  |  |

**E. Sustainability Question #4: Operational Capacity - What *capacity* is necessary to sustain this effort and *where* will that capacity come from?**

We discussed the idea of *operational capacity*. In order for your sustainability goals/objectives to become reality, your grant-funded initiative must have the *capacity* necessary to achieve those outcomes. Capacity is defined in many ways, including (but not limited to): securing diverse resources and acquiring the appropriate expertise. Basically, the purpose of this question is to determine the resources (e.g., time, personnel, funding, etc.) needed to achieve each sustainability goal/objective.

What operational capacity is necessary to achieve sustainability and where will the capacity come from to sustain your SPF-PFS initiative (however you define it)? It may be helpful to frame your answer using the following sub-questions:

|  |  |
| --- | --- |
| Strengths | Weaknesses |
| * What operational capacity has your agency, organization, coalition or community built through *networks* (i.e., partnerships, collaborations, etc.) during this grant opportunity?
* What *internal* operational capacity has your agency, organization, coalition or community built though this grant opportunity?
* What current skills and expertise does your initiative rely on to sustain your initiative’s positive outcomes?
* What current resources are necessary to sustain your SPF-PFS initiative?
 | Of the resources listed, which are insufficient? |
| Opportunities | Threats |
| * Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes?
* How will this increased internal capacity contribute to the sustainability of your SPF-PFS efforts?
* Which skills and expertise are still needed to sustain positive outcomes?
* How will these networks contribute to the sustainability of your agency, organization, coalition or community’s SPF-PFS efforts?
 | Of the resources listed, which are vulnerable? |

Please respond here. The table below will allow you to capture the four SWOT elements. If you are planning to sustain multiple items, you may want to include a separate SWOT table for each item.

|  |  |
| --- | --- |
| Strengths | Weaknesses |
|  |  |
| Opportunities | Threats |
|  |  |

**F. Reflection & Next Steps**

From everything you have discussed about your plans, you will want to now reflect on how you are in a position to achieve what you plan to sustain and identify your key next steps.

1. In what ways do you believe your SPF-PFS initiative is positioned to achieve sustainability?

2. Overall, what potential obstacles could prevent you from achieving sustainability?

3. What is at least one key next step that you need to take with your sustainability plan?

Please respond here.

**References**

Mancini, J. A., & Marek, L. I. (2004). Sustaining community-based programs for families: Conceptualization and measurement. *Family Relations, 53,* 339-347. doi: 10.1111/j.0197-6664.2004.00040.x

Moore, M. H. (1995). *Creating public value: Strategic management in government*. Cambridge, MA: Harvard University Press.

Weiss, H., Coffman, J., & Bohan-Baker, M. (2002). *Evaluation’s role in supporting initiative sustainability.* Retrieved from Harvard Kennedy School of Government website: http://www.hks.harvard.edu/urbanpoverty/Urban%20Seminars/December2002/Weiss.pdf