

Leaving a Legacy: Six Strategies for Sustainability

Introduction

The screenshot shows a presentation slide with a blue header and a white content area. The header contains the title "Leaving a Legacy: Six Strategies for Sustainability" and a speaker icon. The content area is titled "Introduction" and features a scrollable text box on the left and a circular diagram on the right. The text box contains two paragraphs of text. The circular diagram is a 3D-style wheel with a central green circle labeled "Our view of sust...". The wheel is divided into six segments: "Sustainability Plann...", "Models of Sustainab...", "Self-Assessment", "Definitions", "Leader...", and "Financ...". The segments are arranged in a clockwise cycle around the center.

Introduction

The enduring work of the Center and its 147 grantees is testament to our vision: together, we can sustain our work, even when grant funding ends. Promoting mental health and preventing youth violence demands that we take the long view-continuously building the support of broad constituencies including parents, mental health providers, schools, juvenile justice, and businesses.

The Center is committed to helping grantees leave a legacy by working with them to enhance community collaborations and partnerships, develop staff capacity to implement evidence based programs and lead change, and deepen their

Our view of sust...

Sustainability Plann... Models of Sustainab... Self-Assessment
Partne... Imple...
Evalu... Comm...
Financ... Leader...
FAQ Definitions

The enduring work of the Center and its 147 grantees is testament to our vision: together, we can sustain our work, even when grant funding ends. Promoting mental health and preventing youth violence demands that we take the long view-continuously building the support of broad constituencies including parents, mental health providers, schools, juvenile justice, and businesses.

The Center is committed to helping grantees leave a legacy by working with them to enhance community collaborations and partnerships, develop staff capacity to implement evidence based programs and lead change, and deepen their understanding of various strategies to sustain their programs. Our philosophy is to work with leaders, promoting change within a frame of respect and celebration of differences. In the process, we learn from grantees' innovative and creative approaches in their communities and work to connect grantees so that they can learn from each other. Specifically, we focus on six key areas:

- relationships among community entities such as agencies, coalitions, schools, and parent groups, and between individuals
- community awareness of mental health or youth violence issues
- leadership across and within systems
- the use of evaluation data in decision making
- staff competencies and expertise and other program capacities
- funding streams

Many equate sustainability with finding continuing funding for services developed through a grant. However, a broader view of sustainability entails using various strategies, represented in the wheel below, to maintain the elements of your program that are responsible for its positive outcomes. Embracing this more complex and comprehensive view can help you sustain program elements and outcomes, whether or not you receive additional funding.

Sustainability is a dynamic process. At various points within the grant period, your strategy will change, depending on where you are within your grant period, where you are in thinking through sustainability goals and plans, and what goals you have set.

Core Layer

Our view of sustainability

The screenshot shows a web application window with a title bar that reads "Leaving a Legacy: Six Strategies for Sustainability". Inside the window, the main heading is "Our view of sustainability". On the left, there is a scrollable text box with the following content:

Our view of sustainability: Making it happen

Projects across the country vary in myriad ways, but all strive toward a shared goal: sustaining their work beyond the initial grant period. Grantees all over the country have found successful strategies to continue their work meet their goals and marshal their resources.

The materials we offer here are culled from their experience and expertise and are designed to be used by project directors or staff members who are perplexed about where to begin or overwhelmed by the array of frameworks, toolkits and other materials currently

On the right, there is a circular navigation menu with a central green circle labeled "Our view of sust...". The menu segments include: "Models of Sustainab...", "Self-Assessment", "Definitions", "Leader...", "Comm...", "Imple...", "Partne...", "Evalu...", "Financ...", "FAQ", and "Sustainability Plann...". A green arrow points from the central circle to the "Our view of sust..." text in the scrollable box.

Our view of sustainability: Making it happen

Projects across the country vary in myriad ways, but all strive toward a shared goal: sustaining their work beyond the initial grant period. Grantees all over the country have found successful strategies to continue their work meet their goals and marshal their resources.

The materials we offer here are culled from their experience and expertise and are designed to be used by project directors or staff members who are perplexed about where to begin or overwhelmed by the array of frameworks, toolkits and other materials currently available. We offer here a comprehensive overview of sustainability strategies and resources within a framework that helps you create and develop your own sustainability work plan.

Planning for program sustainability from the beginning of the grant enhances your chances of success, and visionary leadership will draw collaborators together to meet their common goals. Sustaining a program requires action and

creativity in one or more of 8 possible realms, which are represented in our "wheel":

- [Leadership](#)
- [Partnership and Collaboration](#)
- [Implementation](#)
- [Communications/Marketing](#)
- [Evaluation](#)
- [Financing](#)

For each of these strategies, we offer numerous resources including planning guides, toolkits, and journal articles for in-depth information to help you tailor each type of sustainability strategy to your circumstances.

We believe that sustainability starts with knowing your overarching goals, seeing which of your program elements are achieving those goals, and being creative about how to keep those elements at play within your community. If the program you implemented achieves the outcomes you were after and is a good fit for the needs of your stakeholders, your long-term sustainability plan may involve maintaining several program elements. If one or two program elements produced measurable positive results but others did not, your plan may focus on those elements only.

The wheel can be used in multiple ways. Clicking on the words within the wheel will take you to a brief explanation of each strategy linked with in-depth resources in each area. Clicking on the words in the outer rim will take you to common questions and answers about sustainability, definitions of terms, a comparison of leading sustainability frameworks, and examples of grantee successes.

If you are a beginner, try using the wheel like this:

- Take the self assessment (which surveys activities within each strategy)
- Explore the definitions to clarify terms
- Read Spotlight on Grantees for illustrations of sustainability
- Explore sections on the wheel to consider what strategies might work for you

If you are moderately experienced , try this:

- Take the self assessment
- Read the FAQs
- Start with wheel sections you are most familiar with
- Explore wheel sections you have not considered using

If you are very experienced , try this:

- Look at Models of Sustainability to see a comparison of major models in the field
- Choose the appropriate wheel section(s) to further develop your sustainability plan
- Choose other wheel sections to see if you might add strategies to your current efforts

Layer 1

Leadership for Change

Leadership for Change

Achieving lasting systemic change requires leaders with vision, skills, and knowledge of how to promote change within systems and communities. Effective, visionary leaders articulate problems and describe solutions to engage a broad base of stakeholders while guiding the decision-making necessary for successful program implementation. Those assuming leadership roles must be able to select and prioritize the changes that will produce positive lasting outcomes and plan for those changes throughout the grant period.

The diagram illustrates a circular process with a central green circle labeled "Our view of sust...". The outer ring is divided into seven segments: "Models of Sustainab...", "Self-Assessment", "Definitions", "Leader...", "Financ...", "Sustainability Plann...", and "FAQ". An arrow points from the text box to the "Leader..." segment.

Leadership for Change

Achieving lasting systemic change requires leaders with vision, skills, and knowledge of how to promote change within systems and communities. Effective, visionary leaders articulate problems and describe solutions to engage a broad base of stakeholders while guiding the decision-making necessary for successful program implementation. Those assuming leadership roles must be able to select and prioritize the changes that will produce positive lasting outcomes and plan for those changes throughout the grant period.

Effective leaders understand that strategic planning is an important tool for identifying the systemic changes that can support an initiative's positive outcomes. Many models of strategic planning exist, and some may be better suited to your circumstances than others; but all strategic planning efforts should include a needs assessment, resource mapping, development of goals and objectives, and implementation timelines.

Involving key stakeholders in strategic planning early in your project's life can help sustainability strategies emerge and take hold before grant funding expires. An effective strategic planning process will help to

- identify the goals and objectives that your project and your partner programs share
- identify ways stakeholders' resources can help sustain the work of the initiative and locate opportunities for individual partners to assume ownership of shared functions post-grant
- embed your project's goals and activities in the community's long-range work
- make potential supporters---such as policymakers or legislators---aware of your project.

Sustaining an initiative's positive outcomes is possible when it's leaders provide a vision of how the project's functions have a place within other community initiatives; identify infrastructure changes that institutionalize practices such as evidence-based curricula or new screening procedures; and connect their work to larger systems (e.g. policy and government agencies) and to groups and individuals within the community who have similar priorities. Fostering such connections can help you tap into the power, passion, and capacity to support your project's activities in the long term.

View a [resources list](#) of additional links about leadership for change.

Financing

Leaving a Legacy: Six Strategies for Sustainability

Financing

Financing

Far too often, sustainability is equated with obtaining additional program funding. Although money may be required to sustain your program's positive outcomes, it is often possible to sustain outcomes with less funding than the original grant provided - and sometimes possible to sustain outcomes with no additional funding. Financial planning will help you identify the resources you need to sustain program outcomes. Non-profits are using an increasing array of revenue-generating strategies to support previously grant-funded programs.

View a [resources list](#) of additional

The diagram is a circular infographic with a central green circle containing the text 'Our view of sust...'. Surrounding this center are several segments in a ring, each with a different color and text. Starting from the top and moving clockwise, the segments are: 'Models of Sustainab...' (light blue), 'Self-Assessment' (dark blue), 'Comm...' (dark red), 'Leader...' (dark red), 'Definitions' (dark blue), 'FAQ' (light blue), 'Financ...' (dark red), 'Evalu...' (dark red), 'Partne...' (dark red), 'Imple...' (dark red), and 'Sustainability Plann...' (light blue). A red arrow points from the 'Financ...' segment to the text box on the left.

Financing

Far too often, sustainability is equated with obtaining additional program funding. Although money may be required to sustain your program's positive outcomes, it is often possible to sustain outcomes with less funding than the original grant provided - and sometimes possible to sustain outcomes with no additional funding. Financial planning will help you identify the resources you need to sustain program outcomes. Non-profits are using an increasing array of revenue-generating strategies to support previously grant-funded programs.

View a [resources list](#) of additional links about financing.

Evaluation

Leaving a Legacy: Six Strategies for Sustainability

Evaluation

Evaluation

It is important to present your evaluation data and findings to the groups your project serves and those in positions to support your work. Policymakers and stakeholders need to know what problem your program addresses and what evidence you have that the program is working. Presenting key findings from your evaluation can gain your support including funding. Understanding the concerns of stakeholders care about can help you decide what to present. For example, showing a school principal that your program has reduced truancy translates directly into dollars saved and

The diagram is a circular graphic with a central green circle containing the text "Our view of sust...". Surrounding this center are six segments in a ring, each with a different color and text: "Sustainability Plann..." (light blue), "Models of Sustainab..." (light blue), "Self-Assessment" (dark blue), "Definitions" (dark blue), "Leader..." (dark red), and "Financ..." (dark red). An arrow points from the "Evaluation" text box on the left to the "Evaluation" segment of the ring.

Evaluation

It is important to present your evaluation data and findings to the groups your project serves and those in positions to support your work. Policymakers and stakeholders need to know what problem your program addresses and what evidence you have that the program is working. Presenting key findings from your evaluation can gain your support including funding. Understanding the concerns of stakeholders care about can help you decide what to present. For example, showing a school principal that your program has reduced truancy translates directly into dollars saved and better attendance rates - both of which are important concerns for school administrators.

View a [resources list](#) of additional links about evaluation.

Partnership and Collaboration

Leaving a Legacy: Six Strategies for Sustainability

Partnership and Collaboration

Partnerships and Collaboration

Partnerships or collaborations among agencies or programs are most effective when connections are established early in a project and cultivated throughout its life cycle. Strong partnerships involve others who are interested in the goals of your project, are affected by the problems you are addressing, and can provide essential support and resources. Leadership of a partnership involves clarifying roles, running meetings, and defining a shared vision of how to work together towards the partnership's goals.

The diagram is a circular infographic. At the center is a green circle with the text 'Our view of sust...'. Surrounding this center are six segments in a ring, each with a different color and partially truncated text: 'Partne...' (orange), 'Imple...' (red), 'Comm...' (dark red), 'Leader...' (dark blue), 'Financ...' (blue), and 'Evalu...' (light blue). The outermost ring is divided into six sections: 'Sustainabil...' (light blue), 'Plann...' (blue), 'Models of Sustainab...' (light blue), 'Self-Assessment' (blue), 'Definitions' (dark blue), and 'FAQ' (blue). A red arrow points from the text box on the left to the 'Partne...' segment.

Partnerships and Collaboration

Partnerships or collaborations among agencies or programs are most effective when connections are established early in a project and cultivated throughout its life cycle. Strong partnerships involve others who are interested in the goals of your project, are affected by the problems you are addressing, and can provide essential support and resources. Leadership of a partnership involves clarifying roles, running meetings, and defining a shared vision of how to work together towards the partnership's goals.

Partnerships and collaboration can help sustain program efforts. For example, delivering mental health services to children and youth in preschools or schools usually involves a partnership between the school and a mental health provider. Partnership can work together to sustain these services beyond grant funding by establishing revenue streams such as third party payments or local mental health funding.

View a [resources list](#) of additional links about partnerships and collaboration.

Implementation

The screenshot shows a presentation slide with a dark blue header containing the title "Leaving a Legacy: Six Strategies for Sustainability". Below the header is a white box with a blue border titled "Implementation". On the left side of this box is a scrollable text area with the heading "Implementation" and the following text: "Excellence of program implementation that includes capacity building and policy change efforts can create sustainable programs and services without requiring continued funding. This level of implementation requires the participation of district and agency leadership, and an understanding of how to support lasting change in how school and agency staff does their work. Training staff in an evidence based intervention is just the first step towards creating lasting change in practice." Below the text is a dropdown menu with the text "Building staff capacity to implement". On the right side of the white box is a circular diagram with a central green circle labeled "Our view of sust...". The diagram is divided into several segments: "Sustainability Plann...", "Models of Sustainab...", "Self-Assessment", "Comm...", "Leader...", "Definitions", "FAQ", "Financ...", and "Evalu...". A red arrow points from the text area to the "Implementation" segment of the diagram.

Implementation

Excellence of program implementation that includes capacity building and policy change efforts can create sustainable programs and services without requiring continued funding. This level of implementation requires the participation of district and agency leadership, and an understanding of how to support lasting change in how school and agency staff does their work. Training staff in an evidence based intervention is just the first step towards creating lasting change in practice.

Building staff capacity to implement evidence-based interventions over time involves creating a supportive implementation infrastructure with several components. These include initial and ongoing training; designating and supporting supervisory staff to help implementers problem solve together around intervention challenges; and designing a permanent process and fidelity of implementation evaluation system. These components are needed to ensure that evidence based interventions are implemented with fidelity over time and will produce their expected outcomes.

Effective implementation requires considering how the systems around the program or service support and complement it. For example, a program's success may depend as much on an efficient referral system as the evidence-based program to which clients are referred. Involving supervisors and administrators in EBI training will allow them to better provide supervision and administrative support to sustain activities. Policy changes may be needed to support sustained implementation. For example, If your initiative trained teachers to use an evidence-based curriculum, then a policy mandate that certain grades must complete that curriculum will help sustain the implementation of this curriculum beyond the grant period. If your initiative trained staff to screen preschoolers for developmentally-appropriate social and emotional skills, then a policy mandate that children are screened at ages 2 and 4 will help ensure that this practice continues.

View a [resources list](#) of additional links about implementation.

Communications/Marketing

The image shows a presentation slide with a blue header and a white content area. The header contains the title "Leaving a Legacy: Six Strategies for Sustainability" and a speaker icon. The content area is titled "Communications/Marketing" and features a scrollable text box on the left and a circular diagram on the right. The text box contains the following text:

Communications and Marketing

Using communications and marketing skills to inform others about your program's goals and successes is a key way to create and maintain a base of support that can contribute to sustaining your program and its functions. Linking your communications plan to your overall strategic plan can help you reach your sustainability goals. Successful marketing and communications initiatives engage program participants and key community members, stakeholders and decision-makers. Developing an adaptable presentation about the problems your program addresses

The circular diagram on the right is divided into six segments: "Sustainability Plann...", "Models of Sustainab...", "Self-Assessment", "Definitions", "Leader...", and "Comm...". A central green circle is labeled "Our view of sust...". A red arrow points from the text box to the "Comm..." segment.

Communications and Marketing

Using communications and marketing skills to inform others about your program's goals and successes is a key way to create and maintain a base of support that can contribute to sustaining your program and its functions. Linking your communications plan to your overall strategic plan can help you reach your sustainability goals. Successful marketing and communications initiatives engage program participants and key community members, stakeholders and decision-makers. Developing an adaptable presentation about the problems your program addresses and how your program is reducing or eliminating those problems can help publicize your program and gain support and partnerships. Using social marketing to reach your target audience may also help to sustain your program by making your approach or intervention part of the community's norms and traditions.

View a [resources list](#) of additional links about communications and marketing.

Layer 2

FAQ

The screenshot shows a software window titled "Leaving a Legacy: Six Strategies for Sustainability". Inside, there is a "FAQ" section with a scrollable list of questions. The first question is "When should I begin thinking about sustainability?" with a detailed answer. Below it is another question: "I am just beginning my project. How can I consider sustainability when I am not sure what should be sustained?". To the right of the FAQ is a circular diagram with a central green circle labeled "Our view of sust...". The diagram is divided into six segments: "Sustainability Plann...", "Models of Sustainab...", "Self-Assessment", "Definitions", "Leader...", and "Partne...". Each segment has a sub-label: "Evalu...", "Imple...", "Comm...", "Financ...", and "Partne...". An arrow points from the "FAQ" label in the diagram to the FAQ section in the interface.

Frequently Asked Questions

When should I begin thinking about sustainability?

You can start considering and planning for sustainability at any point, but the sooner the better-writing your proposal from the perspective of sustaining your efforts will make it a stronger project. Ideally, in the early stages of creating a shared vision with goals and objectives, your leadership group would begin to consider what they want to sustain and how they might go about it.

I am just beginning my project. How can I consider sustainability when I am not sure what should be sustained?

Your sustainability plan will change over time, but you can start with identifying the program elements you think will be most effective within your community, the elements that target the most visible and widely-recognized problems, and/or the elements that lend themselves most easily to being sustained (for example an evidence-based intervention that includes training-of-trainers will allow you to train new staff indefinitely).

What does a sustainability plan look like?

A sustainability plan is a type of strategic plan, but it focuses on maintaining program outcomes, rather than creating a program or project. As such, it includes goals, activities to address them, resources needed to support activities, and an action plan to acquire new resources or support ongoing commitment of existing resources.

I am too busy running the project to worry about sustainability. How can I manage sustainability planning demands?

Most project directors are too busy with ongoing implementation to lead a sustainability effort without support. An advisory board, steering committee, project coalition or another group committed to sustaining the outcomes of your project can help you plan for sustainability.

I have 6 months left in my project. What can I do to ensure sustainability?

First, accept that you may only be able to sustain a small portion of your program if you have not addressed sustainability before now. Second, prioritize which of your project's elements has been most successful, has the broadest support and/or is the closest to being sustained already and then work from there. Finally, it is almost always possible to 'pass the torch' of your program by empowering your coalition and partners to continue working towards your shared goals.

Our no-cost extension funds will go mostly to fixed costs and professional development. Where can I go to find funding for the important programs we should be continuing?

In addition to looking for new funding from federal or foundation sources, you might want to consider alternative revenue development strategies. These include leveraging existing resources-approaching partners within your project or finding partners who offer related services, to strategize about how they might take on some of your program activities-or tapping into local funding streams (state, county, or city) that could support part of your project. You might also consider whether your project has the potential to generate income from its services or products.

Where can I find information about federal grants that are relevant?

FedGrants/Federal Grant Opportunities is a database maintained by the federal government that categorizes federal grant opportunities by agency, type of activity, and eligibility. FedGrants provides an easy search of the opportunities published in the Federal Register and a service that will e-mail announcements of new grant opportunities to users.

grants.gov/

Where can I find information about foundations and other funding sources?

The Foundation Center offers a wide range of resources for those seeking grants, including online directories of funders and grants; research tools to help you find funding; training seminars in proposal-writing, budgeting, and other issues; and a variety of valuable publications.

www.fdncenter.org/

Doesn't sustainability mean finding enough funding to continue all aspects of this complex project?

Usually it doesn't. Successfully sustaining a complex project can consist of leaving staff in place with new capacities (for example, to deliver evidence-based programs), creating a coalition with common goals that will continue beyond the project and potentially take up new work together, changing policies or procedures, or creating a referral mechanism or other partnership infrastructure. In other words, sustaining a project may not mean that it will continue as is; it may mean instead that you have made changes in how the providers in your community will work together to provide selected program elements.

Our program has been self-sufficient until this point--we now need to engage community members and business representatives. How can I engage them and cultivate support and funding for sustainability?

Get to know the concerns and priorities of businesses or other entities whose support you seek, and frame the results and benefits of your program in terms that will resonate with them. Use positive evaluation results, including 'qualitative' methods such as personal testimonials or success stories, present them in an audience-specific way, and try to reach communities that are unfamiliar with your work.

How can I capitalize on the school and other partner resources in sustaining programs?

Consider how their current staff and activities could incorporate the most effective practices from your project, and work with them to build support for your project. Engage them in discussions about your project's goals and positive outcomes and how their staff/structures/policies might get involved in maintaining those outcomes.

How would a coalition be helpful in sustaining the initiative?

Coalitions bring people with different resources and perspectives together in the service of common goals. Coalition members can contribute different perspectives, connect your project with other service delivery systems, identify other funding, and promote the project to a wider variety of audiences.

How is evaluation useful to sustainability?

If you can show specific impacts your project has made on individuals, families, and schools, potential supporters will be able to see how you are addressing their issues, how you are solving key community problems, and why your program deserves their support.

The evaluation of my program has been very positive and despite great impact in the community, I do not seem to be able to convey that "prevention pays." What more can I do?

One method that prevention program advocates are using more frequently is called a ' cost-benefit analysis .' This approach compares the cost of prevention to the cost of treating individuals and families whose problems could have been prevented.

How can I effectively demonstrate to stakeholders and community members that providing evidence-based interventions (EBIs) to students at elementary level will save future dollars and human costs?

One of the advantages of using EBIs is that their evidence base tells you how they benefit participants, and therefore how you can expect them to benefit your students. Using data on the incidence of emotional problems in children in your community, you can estimate how those numbers would change with the effective implementation of an EBI.

How can we utilize a communications plan in sustainability efforts?

Sustainability often involves gaining broad support for your program, in the form of dollars or other resources or in the form of public endorsement. Using a communications plan can help you think about the audiences whose support you want and how best to reach them with messages about your project.

Who should I have on my team to effectively address our targeted audiences and help me to promote and to deliver our message?

Experts in marketing, social marketing, and communications can strengthen your leadership group. Members of the business community, those with public health backgrounds, or faculty in communications, marketing or public health at local colleges are also strong recruits for an advisory board or other leadership group.

Sustainability Planning Tool

Leaving a Legacy Planning Worksheet

The Leaving a Legacy Planning Worksheet describes a six-step process to create an action plan to sustain your grant project's work. These steps are:

1. Identifying the programs and activities that have been most effective in producing positive outcomes supporting your project's goals
2. Determining which of these effective programs and activities are not supported beyond the end of the Federal grant and will stop (and stop producing positive

Leaving a Legacy Planning Worksheet

The Leaving a Legacy Planning Worksheet describes a six-step process to create an action plan to sustain your grant project's work. These steps are:

1. Identifying the programs and activities that have been most effective in producing positive outcomes supporting your project's goals
2. Determining which of these effective programs and activities are not supported beyond the end of the Federal grant and will stop (and stop producing positive outcomes) unless action is taken to sustain them
3. Prioritizing those effective programs and activities that are not yet sustained
4. Understanding the functions of these programs and activities
5. Identifying strategies that can sustain these functions (and thus the positive outcomes of your effective programs and activities)
6. Identifying action steps for implementing these sustainability strategies

Models of Sustainability

The screenshot shows a web application interface. At the top, a dark blue header contains the title "Leaving a Legacy: Six Strategies for Sustainability" and a speaker icon. Below this is a window titled "Models of Sustainability" with navigation arrows. On the left, a scrollable text box contains the following text:

Models of Sustainability

Programs around the country have developed models or resources to enhance sustainability. Here, we introduce five that offer valuable lessons and ideas for all of our programs.

The Finance Project is a 10-year-old nonprofit located in Washington , D.C. , that aims to support decision making that produces good results for children, families and communities. Their model for sustainability features eight topic areas critical to securing a stable base of fiscal and non-fiscal resources: vision, results orientation, strategic financing, adaptability,

On the right, a circular diagram is displayed. It has a central green circle labeled "Our view of sust...". Surrounding this are eight segments in a reddish-brown ring: "Partne...", "Imple...", "Comm...", "Leader...", "Financ...", "Evalu...", "Sustainab...", and "Self-Assessment". The outermost ring is blue and contains labels for "Models of Sustainab...", "Self-Assessment", "Definitions", "FAQ", "Sustainability Plann...", and "Models of Sustainab...". An arrow points from the text box to the "Sustainability Plann..." segment.

Models of Sustainability

Programs around the country have developed models or resources to enhance sustainability. Here, we introduce five that offer valuable lessons and ideas for all of our programs.

The Finance Project is a 10-year-old nonprofit located in Washington , D.C. , that aims to support decision making that produces good results for children, families and communities. Their model for sustainability features eight topic areas critical to securing a stable base of fiscal and non-fiscal resources: vision, results orientation, strategic financing, adaptability, broad-based community support, key champions, strong internal systems, and a sustainability plan.

The University of Kansas Community Toolbox is an on-line collection of over 200 tools on topics relevant to promoting community health and development. It focuses on creating change and developing competency in six broad areas: understanding community context; collaborative planning, developing

leadership and enhancing participation; community action and intervention; evaluating community initiatives; and promoting and sustaining the initiative.

Howard Adelman and Linda Taylor of the Center for Mental Health in Schools at UCLA have developed a model of sustainability for initiatives that aim to increase mental health services in school settings. Their model can also be applied to many other kinds of community initiatives. The model focuses on sustaining specific 'valued functions' and collaborations established through a program by achieving systemic change in an organization. Their action model consists of steps to argue for and achieve sustainability of program elements.

The Center for Civic Partnerships is part of the Public Health Institute that focuses on community-based health improvement, leadership, policy development and public health. The Center's services emphasize participatory governance and a systems approach to healthier communities. Their product, *The Sustainability Toolkit: 10 Steps to Maintaining Your Community Improvements* outlines this approach to sustaining community initiatives: create a shared understanding of sustainability; position your efforts to increase sustainability; create a plan to work through the process; look at the current picture and pending items; develop criteria to help determine what to continue; decide what to continue and prioritize; create options for maintaining your priority plans; develop and implement a sustainability plan; evaluate your outcomes and revise as needed.

Self-Assessment

Leaving a Legacy: Six Strategies for Sustainability

Self-Assessment

Self-Assessment Questions for Web

The following questions prompt exploration of the key concepts concerning strategies for sustainability. By considering the questions below, you can determine whether you want to read more in the related Web section. This exploration is designed to lead you to a larger context for your sustainability plan.

Leadership:

- Has the leadership's vision for your project clarified which elements of your project are most important to sustain?

The diagram is a circular hub-and-spoke model. At the center is a green circle labeled 'Our view of sustainability'. Surrounding it are six red segments: 'Partnerships', 'Implementation', 'Communities', 'Leadership', 'Financial', and 'Evaluation'. The outer ring consists of six blue segments: 'Models of Sustainability', 'Self-Assessment', 'Definitions', 'FAQ', 'Sustainability Planning', and 'Partnerships'. A blue arrow points from the 'Self-Assessment' text box to the 'Self-Assessment' segment of the diagram.

Self-Assessment Questions for Web

The following questions prompt exploration of the key concepts concerning strategies for sustainability. By considering the questions below, you can determine whether you want to read more in the related Web section. This exploration is designed to lead you to a larger context for your sustainability plan.

Leadership:

- Has the leadership's vision for your project clarified which elements of your project are most important to sustain?
- Do you have an understanding of the role of a change agent?
- Do you have an understanding of how change happens in an organization/community?
- Have you included the goal of systemic change as you thought about what elements of your project you want to sustain?
- Do you know which decision-makers in your community should be involved as you decide which elements of the project you will sustain?

- Have you created a strategic plan to sustain various elements of your project?
- Have you considered some key aspects of your community-for example, the political context of the kind of work your program does and a map of its existing resources-as you have thought about what elements of your project you want to sustain?
- Do you have the tools/skills you need for strategic planning?
- Have you considered which policy-makers may be able to influence the sustainability of your program?
- Do you know how to determine policy-maker's priorities?
- Have you considered these policy-makers' priorities in sustaining your program?
- Have you created plans to communicate, involve and educate policy-makers about your grant objectives in order to sustain the program?

Partnership and Collaboration:

- Have you considered how your strategic partners and collaborations might assist you in sustaining your project?
- Are there potential partners that you should consider as you think about sustaining your project?
- Have you considered what benefits your partners will accrue by remaining in the partnership as you sustain your project?

Implementation:

- Have you developed internal mechanisms and support (e.g. infrastructure; policies, or procedures) for your project either within its home organization or your partners that will help sustain it?
- Have you trained staff or partners to use skills that will achieve your program's intended outcomes?
- Have you thought how you should change your program to adapt to changing conditions in order to sustain it?

Communications/Marketing:

- Have you developed a clear, consistent message about the importance of your program's goals and its success in reaching them that will help sustain your program?
- Have you identified which audiences you need to reach to sustain your program?
- Have you considered what strategies you might use to market your project in order to sustain it?

Evaluation:

- Have you designed your evaluation with sustainability in mind?
- Have you considered how to best select and present your evaluation data to enhance sustainability efforts?
- Have you used your evaluation to make mid-course corrections to change the direction of the grant?

Financing:

- Have you considered fee or revenue development in increasing funds to sustain your project?
- Have you made contacts with businesses or foundations that can help you sustain your project?
- Have you considered leveraging existing resources to sustain your project?
- Have you sought out other community-based organizations with similar missions/visions in order to consolidate community's resources?
- Do you have an understanding of financial planning?

Definitions

The image shows a screenshot of a presentation slide titled "Leaving a Legacy: Six Strategies for Sustainability". The slide is divided into two main sections. On the left, there is a text box titled "Sustainability Definitions" with a scroll bar. The text under the heading "Leadership" reads: "Leadership roles can be held by individuals or groups, which take primary responsibility to create change by guiding/facilitating the process towards intended outcomes. Leadership might be provided by a project director, members of an advisory group, or other partners, depending on the task and on the developmental stage of the initiative. Part of leadership is looking for opportunities to create systems change through changes in policy of the school district and other partners." On the right, there is a circular diagram with a central green circle labeled "Our view of sust...". Surrounding this center are six segments in a ring, each with a different color and label: "Sustainability Plann...", "Partne...", "Imple...", "Self-Assessment", "Comm...", and "Leader...". Below this ring is another ring with three segments: "FAQ", "Definitions", and "Models of Sustainab...". A blue arrow points from the "Definitions" segment of the bottom ring to the "Sustainability Definitions" text box.

Sustainability Definitions

Leadership

Leadership roles can be held by individuals or groups, which take primary responsibility to create change by guiding/facilitating the process towards intended outcomes. Leadership might be provided by a project director, members of an advisory group, or other partners, depending on the task and on the developmental stage of the initiative. Part of leadership is looking for opportunities to create systems change through changes in policy of the school district and other partners.

Evaluation

Evaluation is a process that assesses the effectiveness of a program in achieving its goals and/or objectives. Evaluation produces data that can be used for sustainability efforts as well as program improvement.

Implementation

Implementation refers to the process of staff providing services or using curricula or other evidence based programs. It includes capacity-building to identify and create resources that will enable continued delivery of activities and/or services (e.g., implementing a third-party billing system or a train-the-trainer program, expanding staff and leadership skills, instituting new ways to approach decision-making); and creating infrastructure to support ongoing services and program delivery, including internal policy changes.

Financing

Funding for people, programs, and processes may come from foundation grants, business or corporate contributions, revenue or fee development, or tapping into local, state or federal funding.

Partnerships and Collaboration

Individuals and groups that reflect the community can work jointly towards a shared vision.

Public Policy

Federal, state, and local regulations and directives can have a powerful impact on program activities and efforts to support or sustain them.

Communications/Marketing

Communication/marketing strategies targeting participants, community members, stakeholders, and decision-makers provide key information about the program's services and impact.

Strategic Planning

Long range planning involves linking identified goals and objectives that are based on assessed needs to action plans that are regularly reviewed and adjusted. A strategic plan is a "roadmap" of long- and short-range strategies, activities, and timelines.

Self-Assessment

A set of questions about the six sustainability strategies that will help you assess where you need to focus sustainability work.

Sustainability

A quality of programs and projects; characteristics of how a program is implemented that assures the ongoing support of program goals and achievement of program outcomes.