

Planning for Sustainability: Elements of Sustainable 21st CCLC Programs

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- **What does it take to have a sustainable program?**
- **What are characteristics of programs with “staying power”?**





Funding Challenges

- Finding adequate funding to support afterschool programs and services
- Finding flexible funding
- Coordinating federal, state and local funds
- Leveraging private sector funds



What is Sustainability Planning?

- The process of developing *specific strategies* and an *action plan* to help ensure the long-term sustainability of an initiative.
- Includes considering a full range of resources and competencies – financial, political, administrative, managerial– needed to meet long-term goals.



Why is Planning for Sustainability Important?

- Many funding sources supporting initiatives serving children and families are short-term in nature
- We operate in a rapidly changing environment (political, economic, and demographic changes)
- **We can't afford to lose quality programs and important innovations**

Don't wait too long to plan for your program's sustainability!



"All I'm saying is that now is the time to develop the technology to deflect an asteroid..."

Key Elements of Sustainability



1. Vision
2. Results orientation
3. Strategic financing orientation
4. Adaptability to changing conditions
5. Broad base of community support
6. Key champions
7. Strong internal systems
8. Sustainability plan

1. Vision



Clear & shared vision of what you want to achieve

- Clear vision/mission statement
- Use the vision to generate buy-in
- Know how your initiative fits within the larger community
- Define your scope of activities & scale of operation over time

2. Results Orientation

Define success, measure progress over time & share your results

- Adopt a results framework
- Be clear about the results you want to achieve for children, families & community
- Use data to “prove” and “improve”
- Communicate your results to stakeholders and funders



3. Strategic Financing Orientation

What resources do you need to support your work?



- What are the expected fiscal needs?
- Make the best use of existing resources (funding & in-kind)
- Maximize available sources of revenue– federal, state, local, private
- Create partnerships
- Explore new state & local revenue sources



4. Adaptability to Changing Conditions



How do you respond to changes in your funding & policy environments?

- Monitor announced opportunities for funding
- Consider new ways to frame your work to interest different funders
- Identify opportunities to improve policy climate
- Participate in collaborative advocacy to encourage change
- Work to improve ability to participate in these efforts



5. Broad Base of Community Support

Whose support is critical for you to achieve your vision?

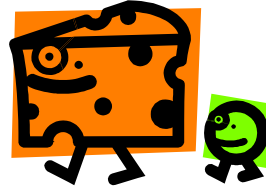
- Develop a plan to create a desired identity
- Nurture community presence & support
- Encourage family involvement
- Support public education & engagement
- Build partnerships that foster collaboration rather than competition



6. Key Champions

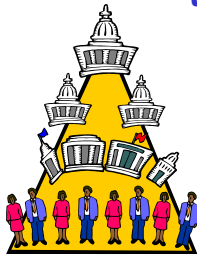
Community leaders who can use power & influence on your behalf

- Identify key decision makers & opinion leaders
- Develop an effective outreach plan
- Cultivate a broad base of champions
 - ✓ Elected leaders
 - ✓ Business leaders
 - ✓ Peers
 - ✓ Community leaders
 - ✓ Philanthropists



7. Strong Internal Systems

Do you have the organizational capacity to accomplish your goals?



- Know & involve the people you need to carry out your mission: *staff, board, volunteers, etc.*
- Develop strong *fiscal management, accounting, information & personnel systems*
- Use those systems to review strategies, make changes as needed

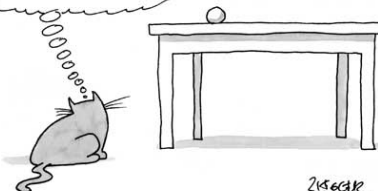
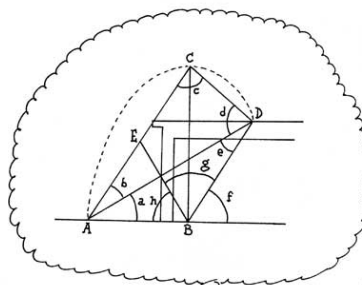
8. Sustainability Plan



A written plan that describes the initiative's priorities & action steps

- Develop a comprehensive plan that takes account of short- & long-term needs
- Identify challenges and/or obstacles
- Identify strategies to garner needed resources & overcome challenges
- Identify & communicate with key partners

Sustainability planning can sometimes seem harder than it is...



Planning for Sustainability: Key Questions

- What do you want to sustain?
- At what scale & scope?
- What will it cost? What resources do you have to help you accomplish that goal?
- What are the barriers: political, technical, fiscal, bureaucratic?
- What are viable strategies to achieve your goals?

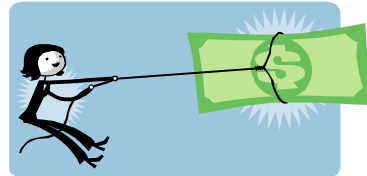




Funding for Afterschool Programs

- Type of Funds:

- Cash
- In-Kind



- Use of Funds:

- Core support sources
- Specific program components

Potential Funding Sources

- Public
 - Federal
 - State
 - Local
- Private
 - Foundation
 - Business
- Fundraising/fees





Finance Project Resources:

<http://www.financeproject.org/irc/ost.asp>

- Guide to Federal Funding Sources for Out-of-School Time Initiatives: *searchable at <http://www.financeproject.org/fedfund/>*
- Strategy Briefs: *TANF, CCDF, Food & Nutrition Funds, Financing Facilities, Medicaid, Using Tobacco Dollars, CDBG, WIA, Transportation, Title I, Resources for Rural Programs, Creating Dedicated Local Revenue Sources, Replacing Initial Grants*
- Profiles of Successful Sustainability Strategies



Choosing Among Funding Sources

- Amount of revenue generated
- Administrative burden
- Funding mix
- When revenue is realized
- How funds can be used
- Political considerations



"Did you think the ladder of success would be straight up?"



Other Information Resources

- Foundation Center – www.fdncenter.org
- Public Education Network NewsBlast – www.publiceducation.org/subscribe.asp
- Afterschool Alliance – www.afterschoolalliance.org
- Federal Funding – www.grants.gov
- SchoolGrants – www.schoolgrants.org



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