

NWX-OS-OGC-RKVL

**Moderator: Tish Hall
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1:00 pm CT**

Coordinator: Welcome and thank you for standing by. At this time all participants are in a listen-only mode. During the question and answer session, you may press Star-1 on your touchtone phone.

Today's conference is being recorded. If you have any objections you may disconnect at this time. Now I'll turn the meeting over to your host for today's conference, to Ms. Tish Hall, you may begin.

Tish Hall: Thank you. Good afternoon everyone and welcome to the Office of Adolescent Health and Administration on Children and Family and Youth Services Bureau presentation, Built to Last, a webinar on programmatic sustainability.

This afternoon we'll have the opportunity to hear from the Healthy Teen Network, Vanessa Geffrard and Janet Max. And they're sharing their expertise on how to sustain your programs throughout the duration of the program and beyond.

At this time I would like to turn it over to Vanessa and Janet. And if you have any additional questions, please feel free to ask those at the question and answer time.

Vanessa Geffrard: Thank you Tish and hello everyone and welcome to today's webinar, Built to Last, a webinar on program sustainability. My name is Vanessa Geffrard and...

Janet Max: I'm Janet Max.

Vanessa Geffrard: And we'll be co-facilitating today's session. We're so glad you could join us today and we hope that you will find our time together very useful. The webinar today is produced by Healthy Teen Network. We are a national membership organization focused on preventing teen pregnancy and supporting young families.

Again, like I said, I'm Vanessa Geffrard. I'm the Training and Technical Assistance Associate here at Healthy Teen Networks.

Janet Max: And I'm Janet Max, I'm the Director of Education and Outreach.

Vanessa Geffrard: So to break into our webinar today, I know it's difficult to get much out of a webinar without giving it your full attention. And we need you to participate wherever possible. We'll be using a few techniques to help you participate in this webinar such as Chat, such as the Chat Box -- excuse me -- that allows you to communicate with us throughout the webinar.

Participant polling where we will ask you questions about their experiences and knowledge as well as an open question and answer session near the end of

the webinar. We ask that you take advantage of these opportunities so that we can better meet your needs.

We have objectives for today's webinar and they are that at the conclusion of this session, participants will be able define programmatic sustainability, describe three common challenges to programmatic sustainability, identify three best practices that support programmatic sustainability. And four, name two resources for programmatic sustainability.

To accomplish this we will begin with the basics for understanding sustainability including definitions and best practices. We will discuss some common challenges to sustainability. We will provide a few resources that should help you prepare your program for sustainability and we will open the session to questions and answers. And finally we will close the webinar.

So we're going to start by launching our first participant poll. The question is when I think of sustainability in my work, I think of? And the answer choices are A) securing more funding; B) showing my stakeholders the value of my work; C) planning, planning, and more planning; D) all of the above and E) none of the above? So we'll allow a minute for your answers.

So we'll close the poll in about oh it's closed. So this poll is closed now. And the responses show 80% of you used all of the above, 8% of you want to secure more funding, 4% showing my stakeholders the value of my work, 2% around planning, planning, and more planning, and 4% none of the above. Thank you everyone for participating. We will definitely move into sharing some more information.

Janet Max: Great, thanks Vanessa. So we'll start by talking more about understanding sustainability. Frequently -- I'm sorry (Melissa), can you go the, there we go; thanks.

Frequently organizations link to sustainability exclusively to funding. However it is helpful to take a broader approach that incorporates developing a stable effective program along with the funding to support it. Before you think about your next round of funding, you focus on creating a community presence for your work.

To ultimately sustain your program, you need the youths you serve, their families, and neighbors to see your work as positively impacting their lives. You need them to see that the work you do is indispensable and promotes the health and well being of the young people who live there.

Sustaining your work means that your organization is growing, changing, and reassessing itself to ensure that you continue to have the internal capacity to produce high quality products. This may be the size of your staff, their knowledge and skills and the resources you use to support them and the program participants.

Simultaneously you should reassess how well your programming continues to meet the needs of your participants. It could be that what participants need evolves over time or that they perceive issues your program does not address to be more pressing. Unless the community and participants see your work as relevant, it will be more difficult to continue to doing your work.

When it comes to funding, it is crucial to think about diversifying your program's funding. You should have a mix of funding streams supporting your work in order to make fundraising more manageable for your staff and

more sustainable as grant cycles come to a close. All of this is to say, sustainability is more than money.

To make your programs attractive to funders, you must demonstrate that the programming matters and makes a difference. That it produces outcomes in the lives of the people you serve and that you can continue to serve them.

In many ways these concepts are symbiotic. They feed into each other. You need funding to run your programming but it is a challenge to secure funding unless your program is successful.

In teen pregnancy prevention work there are generally two types of sustainability, organizational and programmatic. First I'm going to talk about organizational sustainability. Organizational sustainability is global meaning that it refers to the organization as a whole. The organization's staff, including leadership, culture, and policies affect programming.

It refers to being financially self reliant. This is the organization's ability to pay its bills and raise funds for programs and other expenses. Not necessarily that the agency's programming generates enough funds that it no longer needs grant money.

Being a sustainable organization includes the pursuit of a defined organizational mission. This means that all programming messaging and outreach clearly show how the mission is being achieved. Generally speaking, organizational sustainability encompasses various strategies and programs and requires a 360 degree approach to supporting the agency.

This might mean that an organization that promote adolescent sexual health by a direct service will employ a variety of prevention services with youth

directly along with stakeholder education programs about the importance of supporting that cause as well as regular fundraising activities and meeting with funders.

Programmatic sustainability, on the other hand, is more specific. It refers to individual programs and activities. For instance, a program will be a sexual health education program or say, a service learning campaign for youth. Because programs are one piece of an overall puzzle, they should support the organizational mission and goals but may have a few funding streams directly supporting their efforts.

It should be clear to funders and other stakeholders how each program furthers the organizational mission and goals. This webinar is going to focus on the programmatic sustainability.

So in teen pregnancy prevention work, oh I'm sorry. Since sustainability can feel overwhelming for some and for others it is just a regular part of their work. Frequently cited as challenges to sustaining a program include difficulty planning ahead so many organizations may feel a great deal of pressure to begin implementing a program right away making it difficult to take the time to create a well-rounded plan before implementation with participants (unintelligible).

Not having your steps documented along the way can make it challenging to talk about why your work should be carried on. This relates to the planning process. Making sure that you are documenting your work throughout the programming will make it much easier to make the case for continuing more funding.

And a lack of stakeholder ownership for your programming can make staff feel isolated in their work. By actively involving your staff, board, the community you serve, you can help them become your biggest champions. Establishing advisory committees for everything from program planning, to outreach, to evaluation can make others feel the same pride in your work that you do. With the stakeholders supporting your program, you will have a broader support for your work both in the community and with funders.

Finite funding streams can make it challenging to secure funding for your work when other organizations are vying for your dollars. This means you should be strategic in how you demonstrate that your work makes your organization an excellent candidate for that money.

Or conversely, create collaborative relationships with other organizations doing similar work and minimize competition and pool resources for stronger programming. There are many other challenges that organizations face when talking about sustainability. And we will address these issues listed here as well as a few more as we move forward with the webinar.

So what do we do about these challenges? We know that the OAH initiative in funding is finite. But that doesn't mean that teen pregnancy will be solved with your priority population by then. In fact, young people will always need resources about their sexual health.

That means from Day one, you'll want to think about how you can build a program that will stand the test of time. Always start with the end in mind. That means from the very beginning, start planning for sustainability. For many of us that is a new way of thinking about how we do business.

Some may have not started their work by planning for sustainability. That's all right. Now is a good time to stop and think about how you're doing business and revise some of your practices according to what will work well. On the next few slides I'm going to go over some of the following best practices to create a sustainable program.

Planning your program and documenting that plan. Next, sorry, one moment please. Planning your program and documenting that plan, documenting and sharing your successes. You should feel good about tooting your horn. Using documented outcomes along with the original plan to reassess what was less successful and to determine how to approach it differently.

Funders and community members like to see a genuine connection between your work and the community. A few things will speak as loudly as well working relationship. Building a budget with diverse funding streams will not only take the pressure off your staff to fundraise as grants close out but funders like to see you are leveraging resources to build a budget that will continue to support your good work.

You've probably heard your project officer talk about how important it is to have well documented plan for your program. There are a variety of reasons for this both throughout implementation and to support your efforts in future rounds of implementation.

First and foremost, it supports your team to do better work. The more detailed your plans are, the clearer everyone's roles are and the smoother implementation will go. Additionally, the more detailed your plan is, the less you're likely to have surprises during implementation.

That means your plans are so detailed, you'll know ahead of time how many youths should be in each class, where the classrooms are, when evaluations are administered and if additional privacy is needed for specific lessons, like demonstrations or role plays, etcetera. Having the whole plan written out and followed will indicate where successes are.

You will have each step of the process easily identifiable for reporting purposes. Here you will know what should be replicated moving forward and you can point them to out your current and future funders.

Conversely not every aspect of your program will work out the way you hoped. Your detailed plan can support your team in making the right modifications to your program and where improvements can be made. It will be easier to trace the root causes of many challenges if you know exactly what was supposed to happen and when.

You might see that an activities plan should be revisited or that it needs more detail so the team has clear expectations of how activities should go. Further your funders would want to see that you are taking of stock of where improvements can be made based on data. And your implementation plan will be the centerpiece for demonstrating how you will continue to improve your work.

Ultimately your stakeholders want to see that you are using your funding, their time, and access to the community member's likely. Documenting your work and demonstrating that you've put thought and effort into planning something as sensitive as sexual health education programming will go a long way to show that your staff takes this work seriously.

Now that we have talked about best practices for sustainability, I'd like to hear what documentation you are already using or collecting. So for our next poll, I'm going to ask you identify or click on which documentation you are already using or collecting. This could be implementation plans, fidelity logs, debriefing meeting with notes, it could be something else. You're not doing any or a combination of the above.

And we'll close the poll in five, four, three, two, one. The poll is closed. So it looks like everybody is doing a combination of above. I'm hoping maybe that when we get to the question piece, some people might be willing to share a little bit about that. But glad to see that people are using a variety of ways.

Now Vanessa is going to talk about using a continuous quality improvement process for sustainability.

Vanessa Geffrard: Thanks Janet. Part of your plan should include examining the programming and assessing for what's working well and what's not working well. This is referred to as continuous quality improvement or CQI. If you want to keep running your program, you want to make sure you're doing the best work you can.

This means taking your plan and seeing how closely it matched what actually happened and how well the activities went. You should always use data both quantitative and qualitative to drive any changes you make. This might come from your fidelity monitoring logs, debriefing meetings with facilitators, observations, participant satisfaction surveys, and pre and post tests.

This way you can show your funders, community members, and parents how you are meeting your participant's needs and accomplishing your goals. CQI has a reputation for focusing on what didn't work. But it is just as valuable to

point out what you did and your staff are doing very well. Often you can find other places where you can replicate these successful efforts and you have the documentation that will help you share them with funders, with the press, with the community and others you hope to collaborate with.

Most importantly, when looking to improve your programming, you should be sure to incorporate a variety of perspectives. This means talking to supervisors, facilitators, youth, the evaluator on the project and anyone else you can think of who can provide insight into your project.

This will help you understand not only what worked or didn't but why. All of this data can support you in making the case to the youth, community and funders about why your work is important, effective, and making an impact. The more data you have to show that your work continues to meet the needs of your priority population the more likely funders and others will want to support your work.

This includes having a plan for essential changes for future implementation. Additionally, never forget the impact of qualitative data. A few solid quotes about how meaningful your programming is can really spark interest and support your program. Planning for sustainability means asking the really hard questions about your work; we all want to believe that the work we do each day is running just as it should be.

This may or may not be the case for all programming. The Center for Disease Control has spent a lot of time figuring out how to sustain effective programs and how to better meet the needs of priority populations. In their work on adolescent reproductive health, they've identified three questions to guide sustainability efforts.

The first is should the program we deliver be sustained? The answer here may or may not be an automatic yes or no. This is really a question about the benefits of providing the program to the organization, youth and community. Employing a swat analysis can be helpful here.

That means assessing for strengths, weaknesses, opportunities, and threats to the program. This includes a review of financial assets and diversity of funding sources, review of staffing board members, and review of existing data on program performance. The second question is closely paired with the first.

Does the program continue to address the needs of the priority population and community? There are a few ways to think about this question. It might mean analyzing if the program you were using is the right one for your community. Maybe a different pregnancy prevention program is a better fit. Maybe the current program is the right program but it needs some tweaking.

Or perhaps, your priority population is more worried about other issues such as gang violence or drug abuse. That means that other outreach efforts are necessary to increase awareness about your issue or to incorporate a broader education strategy for young people to keep themselves safe.

Finally, look at your data and determine if the program has been shown to be effective. Or does it have potential to be effective with feasibility improvements. There is no question that this can be tough to answer for organizations in every field.

Hopefully your program was effective. If your organization is testing out an innovative intervention, specifically if you are a Tier II or (Prius) grantee, of

course you will want to share your success and think about how your work can be replicated elsewhere.

But if your program's outcome left a little bit to be desired, it's best to start thinking creatively. Can you make changes to improve your program's outcomes? Or is it best to reassess the needs of your population and start there.

If it seems your programming and needs modifications to achieve results, you will need to consult your CQI process or perhaps revisit Question 2 -- are other needs in the community taking precedence over the ones you are addressing? The most important thing to remember here is that the needs of your community are more important because unless you are meeting those needs your work won't accomplish much.

Your biggest champions are the youth and the community you serve. Intentionally developing relationships that demonstrate how much you value your support will go a long way to building a program that you can continue to implement. You know, that your data plan and all of your documentation are important to sustaining your work.

But of equal importance are how the community, your colleagues and the youth feel about working with your agency. You will find this to be particularly true as funding streams are consolidated or eliminated and groups are expected to collaborate even more closely than they already do.

Developing a stable sustainability plan and communicating it with your priority population is critical for a variety of reasons. Frequently, the populations with the highest needs see direct service programs come and go. As a result, they feel jaded by the transient nature of this work.

This underscores the value of building long-lasting relationships and communicating how you plan to continue working with their young people on an ongoing basis. Never underestimate how indispensable a working relationship is to finding new ways to leverage resources, access more youth populations, and to spread the word about your work.

When partnering organizations and community members feel as though you value their contributions and that you mutually benefit from the relationship, it will be much easier to continue implementation and leverage resources.

Claiming, documenting, improving, and building relationships will certainly build a program that is worth sustaining. But securing additional funding is key to continuing this work. There are many ways to fundraise. But there are some steadfast characteristics of successfully sustained programs in the current climate.

Programs and organizations should have diversified funding portfolios which include a mix of funding sources. Funding streams should come from a variety of sources to combat swings in funding streams such as shifts in political leaders, the stock market and others. Sources might be federal, local, private, and fee for service.

Additionally, funders generally prefer to support strong, ongoing partnerships and collaborations. This means that there are other funders often interested in programs that others may have invested time and money in already. Having a diverse funding portfolio reduces the pressure on your budget and your staff to renew or replace funding as grant cycles end.

Finally, one of the smartest things you can do to sustain your work is to toot your own horn. Developing a marketing strategy that goes beyond participant recruitment and retention will increase your visibility and name recognition to both participants and to funders. Your marketing plan should include communicating strategic messages to potential participants, partners and funders.

Sharing your work widely via the press, conferences, publishing case studies, and community outreach serves several purposes. It lets potential partners know what you're doing. Maybe there's an opportunity for collaboration that you didn't yet know about. You never know when a champion of your work will hear about your efforts.

For example, I know a clinical organization that presented on their work at a conference and a very influential and wealthy individual was in the room. That funder later contacted that agency to propose a large scale expansion of the program they presented on. For those of you testing innovative interventions, all of you Tier II and (Prius) grantees specifically, you'll want to think about what you will do with your new effective programming.

What if your work was so strong it ends up on the OAH list of effective interventions? How will you package your work so that it is sustainable to share with others in the field? How will you prepare your organization and staff to scale up your activities to make sure that others can participate in these strategies?

It is critical to think about, to think this far ahead since the purpose of trying out a new approach is to ultimately so that the teen pregnancy and prevention field can benefit as a whole. Taking the time to share your success widely can

support you in both securing more funding but also to create awareness of the issue of teen pregnancy prevention.

As the community hears more about it, they may begin to realize how critical it is to helping young people succeed. And with the greater demand for programming, you can demonstrate the need for expanded support.

Janet Max: Like Vanessa mentioned a moment ago, there are many resources out there on sustainability. And we're going to talk about just a few today. This does not mean that the Office of Adolescent Health or JBS endorse any of these specifically.

I am presenting these only to point out some of the approaches that are available to you. I know this can be a lot of information to take in. But you're in luck. There has been lots and lots of research into what makes organizations successful and how they sustain their work.

Now it's up to you to do a little looking around to find an approach that makes sense to you and your agency. When you look for an approach you want to consider at least two things. One, it should be a framework that focuses on the overall organization, your staff, your funding, the good work you do, and the community you hope to impact. In other words, it should be holistic.

And second, it should be simple enough that you could explain it to just about everyone you work with and they should be able to understand it. That means everyone from frontline staff should be able to get onboard just as easily as your administration. It doesn't mean that your facilitators are expected to sustain the programming on their own. It does mean that it's a concept that resonates with everyone on some level.

We'll take the next few moments to talk about some frameworks that are already out there. To start, I'm going to share an example of Nonprofit Impact. Nonprofit Impact is a consulting firm that supports sustainability.

And they believe to sustain your work you need to create a brand. That doesn't mean a fancy logo and copywriting. It means you establish what your organization stands for and has demonstrated. This combines the following aspects of your organization -- your identity as an organization. Are you a clinic? Are you a development center, a social justice agency, a faith-based organization? So that becomes one circle, your identity.

The next circle that you see here is around capacity, your capacity to do the work that you do. This is the part of your organization that ensures your community they can trust you are doing good work and will continue to do so. Show the people who count that you consistently produce high quality product and continually reassess how well your work meets the community needs.

Finally the third circle here talks about relationships, your relationship with your constituents. The relationships you have built with youths, their families, the people who live in your neighborhood, funders, and other organizations you work with regularly, combining these aspects of your work result in your brand. Creating a high-quality brand will go a long way to support your organization in doing work with your priority population.

Another example is the National Service Resources which provides support to volunteer and nonprofit programs. Some time ago they published a series of key findings that focus on sustainability. These include, one, getting things done well. This means laying out clear expectations, roles, and channels of communication in your organization and projects.

It involves bringing in multiple perspectives from planning, changing, and improving your work. Develop and support strong community partnerships. Here they talk about the usefulness in leveraging partnerships for staff development, services to the priority population, and identifying unmet needs and strategies to meet those needs.

Reexamine program design. This falls inline with CQI as we talked about before. Collect a variety of data from various sources and use it to improve your work. Don't be afraid to identify where you can do better.

Empower communities. Empower communities means involving the community you hope to serve and the programs you hope will benefit them. This may include an advisory board that has an active role in planning the programming from start to finish.

Share program impacts with funders. This is just as it sounds; toot your horn as Vanessa was talking about earlier. Seek out networking opportunities to share your good work. This also means galvanizing your best champions to talk about your work.

Increasing awareness of your programming is a longer term activity than the last. Ensure that on an ongoing basis you find opportunities to promote your work. This might mean writing articles, talking to the press, locally recruiting participants and other opportunities.

By browsing on the National Service Resources website and clicking browse topic, you can find a toolkit on sustainability. This how-to even includes a sample sustainability plan. The complete URL or the link to the toolkit can be found on the tip sheet that accompanies this webinar.

Another resource that may be useful is the getting to outcomes or GTO framework. This is a ten-step process from assessing and planning your program to implementation, evaluation, improvement and finally sustainability. You'll notice that the model is circular.

This is particularly useful because it demonstrates how these various steps support one another and how they cannot happen alone. And that once a program is sustained, it is not done. The next step is to reevaluate the needs of the population.

This framework has been used in Veterans affairs programs, drug abuse, and teen pregnancy prevention. Healthy Teen Network has used it extensively in our work with the Center for Disease Control Division of Reproductive Health. And we have found it to be user friendly and accessible to many populations.

You may notice that many of the steps in the circle are activities your agency already does. And that is a part of what makes it helpful. It's not rocket science but it lines up each step as a checklist to ensure that a program is getting the well rounded attention it needs. While it seems very simple, it captures the entire process that makes the program successful and ultimately sustainable.

The final model we will talk about today comes from the Journal of Evaluation and Program Planning. It was published in 2004. Similar to the other models, it demonstrates sustainability as a process rather than a single activity. While the article uses fairly academic language, the concept isn't very complicated.

It starts on the left with sustainability factors. These are the characteristics of the organization that allow staff to do the work they are needed to, adequate staffing, professional development, program materials, etcetera. With these factors accounted for, you can begin implementation.

Think of it as getting all of your ducks in a row before you set out to run your process. The next column to the right are sustainability actions. This is the program implementation part. Ensure the programming is right for the population. Plan the programming, implement it, evaluate and then modify it.

Evaluating and modifying is again part of the CQI process. Assuming all of this went well, the next column is called interest, immediate outcome. This is where you make the decision to continue the work. Here you look at participant surveys, focus groups, available resources and funding to determine if implementation was successful and if there's still a need for the work.

Finally, all the way to the right is distal outcomes, distal means further away. So if your immediate outcomes were the outcomes of the programming itself, the distal outcomes are the next step up. What happens to the programming if it is successful?

Generally this will be the integration of the programming into the organization's overall activities. The diagram describes it as integrated to the system. Some organizations call it institutionalization.

Now the programming is a normal part of the infrastructure that will continue on as a product of the organization. Simultaneously we see that stakeholders must see the benefits of the programming as well. This means that the community, participants, facilitators, and funders see that this work is useful.

Our last example comes from SAMHSA. Some of you already may be familiar with SAMHSA. SAMHSA is the Substance Abuse and Mental Health Service Administration and works to promote the use of evidence-based programs and practices in its field. SAMHSA created a toolkit on sustaining programming.

More so than some of the other resources, it focuses on activities related to fund development and marketing, and provides examples and steps as to how to accomplish these tasks. Included in this resource is information on assessing funding gaps, developing marketing strategies for potential stakeholders, initiating and establishing strategic relationship, analyzing program costs, diversifying funding streams both organizationally and by program, and finally executing a fundraising plan.

Vanessa Geffrard: Sustainability must be considered the moment you begin an initiative or a program. It must not be something you do once the program is off the ground. You will always need to ensure the programs are planned well, working for the participants and are continuously improved. And you must not be modest about your successes.

Be sure to share with those around you so that you know about the good - I'm sorry. Be sure to share with those around so that they know about the good work you are doing. We will now take a few moments to answer any questions you may have.

Coordinator: If you would like to ask a question, you may press Star-1. Please record your first and your last name clearly when prompted. To withdraw your request, you may press Star-2; one moment please.

Once again, if you would like to ask a question, please press Star-1.

Vanessa Geffrard: Well we had a comment come into the Chat Box. Someone said, don't forget about online fundraising. This can be very lucrative. So thank you for that reminder; you are absolutely correct. There are a lot of ways to do online fundraising these days through both social media and marketing as well as reaching out to your online contacts.

Coordinator: At this time I am showing no questions. I do have one question now, one moment please. Our question is from (Rebecca Sealove); your line is now open.

(Rebecca Sealove): Thank you for this opportunity and thank you for the helpful information. My question is with regard to these funded projects, it is acceptable for the sustainability plan to achieve a coalition in the community that has teen pregnancy prevention as a component but it may not be first on the list or even second. Is that considered success? Thank you.

Janet Max: Tish, I'm not sure if you're able to answer that question?

Tish Hall: Yes, I can definitely answer that question. I think that partnering with the coalition within your community that may not have teen pregnancy prevention as the first or second priority for their establishment would be ideal for one, creating awareness within your community. But, two, also providing a service that technically that coalition did not identify as a high need.

So yes, as far as sustainability, if that is an existing coalition that has been around for a while and you could see where it would benefit your program as being a part of that coalition that would be a recommended and probably helpful way for you to sustain your program.

(Rebecca Sealove): Thank you.

Janet Max: Great, thank you Tish for that answer. We also got another question in via the Chat. Somebody asked what the name of the SAMHSA resource is. The name of that resource that I referenced is called Sustaining Grassroots Community-based programs.

And the actual link to the resource is embedded in the slide. So if you see page, I'm sorry, Slide 25, it has the name and the direct link. Are there other questions at this point?

Coordinator: Yes, our next question is from (Mark Clark), your line is open.

(Mark Clark): Hi. I first wanted to acknowledge the really well done presentation. It's been really informative. And just had I one, I guess, maybe request or maybe you could discuss this or ask you to discuss it.

Sometimes working through foundations is one way in which people search for sustainability. And often funders from that arena are sort of like funders from federal agencies. I'm curious if you could think of any meaningful distinctions or similarities with regards to efforts to appeal to foundations versus efforts to appeal to federal agencies. And that's my question. I'd like to ask for your comments here.

Janet Max: Thank you so much for that comment. I've found in my experience that foundations often have a very particular niche that they are looking to work on. And sometimes what you want to do is really to be targeting a very particular population. Where I found that sometimes a federal project are a

little bit more broad reaching because they come to kind of be at either the state level or the national level.

Whereas foundations I found to be a little bit more community focused in some of their approaches. Of course there are foundations that do work on the national level and want you to be a little bit more cross bearing. I've also found that many of the federal projects that are out right now have a, or some of them have a collaborative aspect to it.

And I'm also seeing that foundations really want to see or some of the foundations want to see a match. So they want to see that you have other partners or community funding in place in addition to what they are providing which is a little different than getting, you know, something from a federal grant where you're doing a project specifically under that task.

Does that get a little bit at your question?

(Mark Clark): Absolutely, thanks for that; it's help.

Janet Max: Yes. I mean do you have any experience yourself or how you've been thinking about it?

(Mark Clark): Well I've often thought that in some respects it's a double-edged sword to have foundation support because they can often drive your programs in ways that may not have evolved as a result of the fact that you can come to rely on that source of support. And I guess that maybe even speaks to the idea of a kind of niche.

That you're, you know, kind of narrowly focused on serving a population that might have very specific needs. So in some ways it becomes a kind of a

sustaining cycle. You have a narrow population and you have a narrow set of folks with interest in that population.

And so it can often lead to a kind of I guess maybe a blind alley of sorts. Where when those funding streams dry there doesn't seem that there are many other avenues to pursue as an organization that is or a nonprofit.

Janet Max: That's a good point. But I'd also say, I think, as I started to mention at the end, in recent years they're really wanting to, foundations aren't wanting to fund something solely. So they really want to see that you have multiple partners funding it where they said you had some kind of match which could be great because it builds more collaborative processes.

But if you can't get that match or you don't have the additional funding, you're not going to be eligible or the program won't be as rounded as they would have liked to have seen. So I think that often can a double-edged sword there as well.

(Mark Clark): No, I agree.

Janet Max: Thank you any other questions or comments we'd be happy to take as well.

Coordinator: Yes, our next question or comment is from (Estelle Roboni), your line is open.

(Estelle Roboni): Hi, thank you so much. Can you hear me?

Woman: Yes.

Woman: Yes.

(Estelle Roboni): Okay good; I wasn't sure. I'm wearing a headset. Just a couple of things, someone had mentioned, you know, that some boards may not be completely open to the fact that their program is focusing on teen pregnancy. But the fact of the matter is that teen pregnancy affects so many other issues such as poverty, education that it could be a much broader discussion that could attract lots of different people whose focus may be perhaps something, you know, that deals with education or that kind of thing.

We've had the experience where I don't promote -- and we're replicators of the teen outreach program -- I don't necessarily go into, and we're working in schools, I don't go into the schools with the principals I say, you know, I say we're working to reduce teen pregnancy. But we also say we're working to increase graduation rates.

Which in the Bronx, where we're working is really significant, the graduation rates are very, very low. So that is actually more of an attractor than the fact that we're trying to reduce teen pregnancy rates because for principals, that's something of an embarrassment. That's something that they know they have to deal with but they don't really want to.

So but the fact that, you know, it also increases graduation rates is much more attractive. So I just wanted to offer that as a suggestion. The other thing is, I haven't heard any mention of funding through council members. What I've found is that if you try to apply to city or state, there's often a restriction if you're already getting federal funding.

But I'm wondering if other people have had experience in getting funding through local council members and how that usually works out?

Janet Max: I actually don't have experience of getting money through council members. I'm not sure if anybody else on the call does and would be willing to respond to that? Does anybody know?

Nope, I'm sure we would be happy though to ask around and look out and see what we can find out for you because that's a great suggestion right. And I hear your concern about the federal funding with them.

(Estelle Roboni): Thank you.

Vanessa Geffrard: And we definitely appreciate your comment about addressing the various issues because for some schools and for different agencies, just coming right in the door and talking about sex, and condom demonstrations, and teen pregnancy, that might be way intimidating. And, you know, something that's not, that the organization is not willing to accept at that point.

So definitely finagling into that organization and coming in at an angle and definitely as said in the webinar, using other top issues that maybe are on their minds right then and there and addressing those first and then working collaboratively together later to definitely bring up the issues that we really need to solve.

(Estelle Roboni): Absolutely.

Vanessa Geffrard: I definitely thank you for that comment.

Janet Max: I'm sorry; I did get just a response that somebody wrote in on the chat about your question about city council funding. One person said, one strategy to draw down funds from city council members is to connect it to the health elements components of the general plan.

(Estelle Roboni): Okay.

Janet Max: That's one suggestion on how to do that. (Sabrina), do you want to make a comment? It looks like I got something on the Chat Box that you were wanting to make a comment.

(Melissa): Janet, this is (Melissa), (Sabrina) wrote in another resource. She said that the US Department of Health and Human Services Health Resources and Services Administration Office on Rural Health Policy has a number of resources including sustainability primer. You can do a simple Google search and it will pull it up. Although the focus may be on rural health, they offer a robust framework that may translate.

Janet Max: Great, thank you.

Vanessa Geffrard: Thank you so much.

Janet Max: Thank you (Sabrina) and (Melissa) for communicating that to us. I also got a question and this sounds like maybe something that Tish might be able to answer. Somebody asked whether there is a particular format or template that OAH wishes for grantees to use when writing their sustainability plan?

Tish Hall: And the answer to that question is no. We haven't developed that. We actually are interested to see what grantees are developing on their own to sustain programs or their sustainability plan. We generally tried not to issue templates or require formats for anything other than reporting.

So I'd be interested to see because that question came from one of my grantees, I'd be interested to see exactly what sustainability plans look like

and we could probably share them amongst grantees so that they would have some guidance to follow.

Janet Max: Perfect. And then we also got another response or comment about online fundraising. One person wrote in that for online fundraising, Network for Good is a vendor that can help organizations that don't have the capacity to build such online donate functions themselves.

So that's an organizational resource to look for, Network for Good, if you're interested in doing more online fundraising but your own organization may not have the capacity on your own to do it.

These have been some great questions and comments, thank you everyone. Are there any more?

Coordinator: We do have one more question or comment from (Jenny Diaz), your line is open.

(Jenny Diaz): Thank you very much. You mentioned about how important it is to be tooting our own horns and documenting our successes. But I'm wondering if you had any suggestions for measurable indicators of success? Because it's a little hard to show that we've been successful in the last year type thing.

And we don't typically have the long-range ability to say that our kids in freshmen year graduated and didn't get pregnant by their senior year. So I'm just looking for ways to document the success of our program.

Janet Max: That's a great question. I would say I think for each organization, for each grantee, would want to look at what you're looking to measure throughout your project. I hear from, you know, tooting your own horn in terms of

ultimate measurements within one year, you'll have to look at what you've done that year.

So maybe it's how many youths you've engaged that year. That it's not, you know, a total outcome of we've reduced pregnancy within a one year cycle. But it could be how many young people you've engaged. Or over the course of the longer term, let's say the five years of the project, at the end, you would have more sort of impact measurements to showcase.

Vanessa Geffrard: And remember to uses the qualitative measurements. So even if it's getting some samples of satisfaction from the participants; I learned so much. I never knew a thing about pregnancy before. I never talked about this stuff with my parents, I think that's the first step. And that could definitely be, as far as qualitative measurements go, something that you can use within the first year to show immediately.

Janet Max: Someone also wrote in that they're using pre and post tests to help them with measuring short-term success.

(Jenny Diaz): Okay.

Janet Max: There has also been, I'm getting a couple of questions on the Chat right now about this sustainability plan and people are asking whether this is a requirement of the project to have the sustainability plan? Okay, thank you.

Tish Hall: No problem. As you all know, during your recent submission of your continuation application, there was a question about sustainability. We have not required a submission of a sustainability at -- excuse me -- a sustainability plan at this time. But it is something that we will be addressing during Year three and the years beyond.

So we want you to start thinking about that. But at the moment, there is not a requirement to submit a sustainability plan.

Janet Max: Great thank you.

Vanessa Geffrard: And thank you for the question.

Coordinator: At this time there are no further questions.

Vanessa Geffrard: We'll give one more minute to see if anyone else has any questions that they've thought of.

Janet Max: And we got one more comment in. I'll just read it for the group. One person wrote in and said, some experience I have had in the past with city government is more in the realm of partnering. Where the city can take on some portions of program budget, for example, provide materials or training. And we might provide personnel that would train stakeholders in using materials.

So funds from the city do not directly fund our organization but they do help lower our costs. So that's just another comment on that topic. Okay?

Vanessa Geffrard: All right, well if you find you have questions later on or you would like to follow-up, please, please, please feel free to contact Janet and I. Our contact information is listed here. Yes, and please don't hesitate to be in touch with us.

So now we thank you for joining us today and we hope that this webinar was helpful. Please note that we've included on this slide the citations referenced in the webinar in case you're curious. Thank you so much.

Janet Max: Thank you for joining us today.

Coordinator: Thank you. This concludes today's presentation. You may disconnect at this time.

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