Building Sustainable Programs

The Framework

• Read this document to understand OAH’s concept of sustainability and to learn about the academic research and support behind the sustainability factors discussed in OAH’s sustainability resource guide.

The Assessment

• Complete this tool before using the sustainability resource guide as a way to assess your current sustainability efforts and where increased efforts should be made going forward.

The Resource Guide

• Use this guide to help you develop your own concept of sustainability and begin to create your sustainability strategy.
The Framework

- Provides the foundation for understanding sustainability
- Introduces the 8 key factors of sustainability and “Keys to Success” for each
- Describes the process for identifying resources, literature, and research
- Defines the scope of each factor
- Includes an overview of research and literature supporting each factor
Collection of Sustainability Tools for Grantees

- Sustainability Framework
- Sustainability Assessment
- Building Sustainable Programs: The Resource Guide
- TPP Resource Center
Resource Guide

- User-friendly text and exercises to begin to strategize and create a sustainability plan
- Information and concepts on 8 factors that complement each other
- Each of 8 factors include:
  - Overview and scope
  - Learning objectives
  - Why is this important
  - Critical action steps
  - Activities
The Assessment

- **What**
  - Includes eight key factors outlined in Framework

- **Why**
  - Gauge capacity and readiness to build sustainability plan
  - Understand individual sustainability efforts
  - Prepare for using the Resource Guide

- **When**
  - Complete after reviewing the Framework and before reading/completing the Resource Guide
  - Re-take annually (or more often) to assess progress
May is Madison Empowering Responsibility In Teens Month: Launching sustainable community engagement

Helyn Luisi-Mills
June 6, 2014

MERIT is a collaboration between Goodman Community Center and Kennedy Heights Community Center, made possible through funding from the Office of Adolescent Health.
Madison, WI Context

• Established in 2010 in response to the sexual health disparities that exist

  – WI ranks 42\textsuperscript{nd} for overall teen pregnancy rates, but it ranks 4\textsuperscript{th} for teen pregnancy rates for African American youth

  – Incidence of STI’s is 7 times higher in African American youth than White youth in WI
Brief History

• Collaboration between Goodman Community Center and Kennedy Heights Community Center

• Positive Youth Development

• Evidence Based Curriculum
  – *Making a Difference*
  – *Making Proud Choices*
MERIT Mission

MERIT seeks to empower young people to make responsible decisions about their sexual health and wellbeing leading to positive development.
Building Collaboration and Partnership

• Since 2010, MERIT has reached:
  – 2,367 Youth
  – 29 School and Community-Based Sites
  – 206 groups have been completed

• Primary ways of knowing:
  – MERIT Survey
  – Youth Focus Groups
  – Observation Forms
  – Fidelity Monitoring Logs
May is MERIT Month:

The launch of a long-term strategy for sustainable community engagement in youth risk behavior leading to community transformation.

– Grass tops community leaders
– Family and parent engagement
– Positive youth/adult interactions
– Grassroots community mobilization
– Community of practice that is rigorous, engaging, and accountable
May is MERIT Month:

- May 6th: Mayoral Proclamation
- May 8th: Alumni Pizza Party
- May 9th: Community Conversation
- May 15th: Family Fun Night
Mayoral Proclamation

• Recognize MERIT’s positive impact on community.
• Build a community platform engaging grasstops and community leaders.
• Disseminate data outlining our success.
Alumni Pizza Party

• Celebrate MERIT youth as they continue to pursue their goals & dreams.
• Develop a leadership team for continued MERIT peer programs.
Community Reflection

- Encourage multi-generational interactions.
- Support Youth Adult Partnerships.
- Inspire youth to continue following their dreams.
Family Fun Night

- Engage community of all ages.
- Create environment for positive youth interaction.
- Provide space for family and youth dialogue.
- Connect with grassroots community leaders
- HAVE FUN!!!!
Community Conversation

- Share what MERIT has learned through engaging over 2,000 Madison youth
- Convene a collective conversation of thought leaders and resource expertise.
- Promote holistic practice in delivering positive youth development.
- Advocate for culturally relevant, vigorous and effective youth programs.
Community Conversation

• Create a setting
• Invite dialogue early
• Set and easy pace
• Provide multiple ways to collect & share information
• Have trained facilitators
• Give clear information about follow-up
World Café methodology is a simple, effective, and flexible format for hosting large group dialogue.
Community Conversation

1. What programs, processes, and/or services are happening well?

2. What is critical that needs immediate attention?

3. What resources are you aware of or can you contribute towards engaging youth issues in Madison?

4. What is something you learned this morning and how are you going to use it?
Continue the Conversation

• Follow up directly.
• Invite feedback for a future conversation.
• Connect with resources.
• Set goals for small and big wins.
Q & A

MERIT is a collaboration between Goodman Community Center and Kennedy Heights Community Center, made possible through funding from the Office of Adolescent Health.
Fanning the Flames: 
Boosting Your Program’s Sustainability

Presenters: 
Suzette Brann, PhD, JD 
Jennifer Todd, JD

June 4-6, 2014 | Washington, DC
Disclaimer Language

The views expressed in written training materials, publications, or presentations by speakers and moderators do not necessarily reflect the official policies of the Department of Health and Human Services; nor does mention of trade names, commercial practices, or organizations imply endorsement by the U.S. Government.
To test the effectiveness of innovative, multi-component, community-wide initiatives in reducing rates of teen pregnancy and births in communities with the highest rates, with a focus on African American and Latino youth aged 15-19
CDC/OAH Community-Wide Initiative Program

**Goals**

- Reduce rates of pregnancies and births to youth in the target community

- Increase youth access to evidence-based and/or evidence-informed programs

- Increase linkages between teen pregnancy prevention programs and community-based clinical services
The basic premise of the CDC/OAH’s Teen Pregnancy Prevention Initiative is that the implementation of evidence-based programs and services will be most effective when the entire community is mobilized and when a wide range of community stakeholders, including community residents, take ownership for program outcomes and activities.
When You Think of Community Mobilization, You Think of...

- Collaborative Partnerships
- Community Involvement
- Community Building
- Community Collaborations
What is Community Mobilization?

Community Mobilization (CM) is a process for reaching out to different sectors of the community and creating partnerships in order to focus on, and ultimately solve, a pressing issue such as teen pregnancy prevention.
Why is Community Mobilization Important?

- Evidence based programs have traditionally focused on influencing individual attitudes, knowledge and behavior.
- Programs that focus exclusively on directly influencing individual health behaviors will not likely effect change in socio-cultural norms and structural barriers.
- Communities need to be substantially involved in teen pregnancy efforts in order to create ‘supportive environments’ where long-term changes can take place.
The Sustainability Vision

Through committed leadership, strengthened community partnerships, increased public will, supportive infrastructure, and ongoing monitoring and evaluation, communities will sustain efforts to reduce teen pregnancy. Communities will continue to support policies and practices that promote adolescent wellness as well as reproductive and sexual health through the implementation of culturally appropriate evidence based programs and youth-friendly clinical services.
The Sustainability through Community-Wide Initiatives Model

Community Mobilization Impacts

BROAD COMMUNITY SUPPORT: favorable attitudes; greater resource commitment; institutionalized in youth serving institutions, and moving toward culture change (Community Pathways Mobilization Model)

TPP programs and services are an integral part of the fabric of the community (failure to provide programs and services to youth has become “unthinkable” and the community resists going back) NORMALIZATION

CPLT/CAT/YLT’s community leadership leverages their authority to build widespread community support for TPP (by converting late adopters & resisters to supporters) TRANSFORMATION

CPLT, CAT, & YLT (Project) becomes the recognized community leaders on TPP LEGITIMIZATION

Increased awareness of TP issues via education ENGAGEMENT

© 2012 Advocates for Youth – Last update: 1/21/2013 (by T. Klaus, E. Saunders, N. Cheetham, L. Davis, B. Huberman, E. Ross, & S. Shinberg) Contact: susan@advocatesforyouth.org

Advocates For Youth
Sustainability will be achieved through the work of CM teams as they engage and transform their primary targets:

<table>
<thead>
<tr>
<th>Team</th>
<th>Target Audience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Partner Leadership Team</td>
<td>Grass Tops/Community Leaders decision makers and resource gatekeepers at the local, county, and state level who ensure financial, policy, and resource support</td>
</tr>
<tr>
<td>Community Action Team</td>
<td>Grass Roots/Community influencers – respected and beloved leaders who live in and who have the ability to create a critical mass of community support</td>
</tr>
<tr>
<td>Youth Leadership Team</td>
<td>Young people who directly benefit from the programs and services of the initiative and who can bring other young people along.</td>
</tr>
</tbody>
</table>
Lessons Learned from a Grantees Perspective

- The role of the mobilization teams in sustainability
  - CPLT
  - CAT
  - YLT

- Experiences of Community Mobilization as Needle-Moving - Toward Normalization
Parting Thoughts

Teen pregnancy prevention, it has often been suggested, is such a complex phenomenon, with so many varied factors underlying it and an array of risky behaviors associated with it, that only a concerted effort on behalf of entire communities is likely to have a significant impact. Because the problem is so complex and no one intervention or sector can “solve” this problem alone, strategic alliances and/or partnerships among multiple sectors are seen by many as essential (Edwards & Stem, 1998, p. 5).
Bridging the Gaps: Eliminating Disparities in Teen Pregnancy and Sexual Health

UNLOCKING THE DOORS TO SUSTAINABILITY

Unity Family Community Center, Inc.
Joyce Wilson, MA
June 4-6, 2014
Washington, DC
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The ability to continue services after a funding period is over and to ensure that the organization becomes a permanent part of community resources (Center for Substance Abuse Treatment, 2008)
Unity Family Community Center, Inc.  
Teen Pregnancy Prevention Programs

* Personal Responsibility Education Program (PREP)

* Competitive Abstinence Education (CAE)

* Abstinence Education – Florida Department of Health


**PROGRAM GOALS**

* **Goal #1:** To increase the number of adolescents between the ages of 12 and 19 participating in comprehensive teen pregnancy prevention promoting activities.

* **Goal #2:** To increase participation by males between the ages of 12 and 19 in comprehensive teen pregnancy prevention program.

* **Goal #3:** To increase the percentage of youth served that demonstrate both an increased understanding of the benefits of delaying sexual activity and an increase intention to delay sexual activity.

* **Goal #4:** To increase the participation of parents and other significant adults in comprehensive teen pregnancy prevention activities. To increase the number of community partners and stakeholders in systematically engaging and leveraging resources to reduce the risk of Teen Pregnancy, STDs, and HIV.

* **Goal #5:** To increase the number of community partners and stakeholders in systematically engaging and leveraging resources to reduce the risk of Teen Pregnancy, STDs, and HIV.
SUSTAINABILITY
THREE KEYS

Organizational Capacity
(Internal Factors)

System Capacity
(Internal Factors)

Community Capacity
(External Factors)
## Results of Program Sustainability Assessment Tool

### Organization Capacity

<table>
<thead>
<tr>
<th>UnLock</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effective leadership understands the mission and vision</td>
<td>7.0</td>
</tr>
<tr>
<td>Effective management</td>
<td>7.0</td>
</tr>
<tr>
<td>Adequate and trained staff</td>
<td>7.0</td>
</tr>
<tr>
<td>Staff can communicate the need for the program</td>
<td>7.0</td>
</tr>
<tr>
<td>Program marketing strategies generates interest</td>
<td>7.0</td>
</tr>
<tr>
<td>Promotes community awareness</td>
<td>7.0</td>
</tr>
<tr>
<td>Program is well-integrated into the organization</td>
<td>6.0</td>
</tr>
<tr>
<td>Organizational systems are in place</td>
<td>6.0</td>
</tr>
<tr>
<td>Policies and procedures to sustain programs</td>
<td>5.0</td>
</tr>
<tr>
<td>Diverse funding</td>
<td>4.0</td>
</tr>
<tr>
<td>Long-term financial plan</td>
<td>4.0</td>
</tr>
<tr>
<td>Strong sustainability plan</td>
<td>4.0</td>
</tr>
<tr>
<td>Sustain funding</td>
<td>3.0</td>
</tr>
</tbody>
</table>

1 = to little or no extent / 7 = to a great extent
## Results of Program Sustainability Assessment Tool

<table>
<thead>
<tr>
<th>Community Capacity</th>
<th>UnLock</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community leaders are involved in the program</td>
<td></td>
<td>7.0</td>
</tr>
<tr>
<td>Community values the program</td>
<td></td>
<td>7.0</td>
</tr>
<tr>
<td>Stakeholders’ roles and responsibilities are outlined</td>
<td></td>
<td>7.0</td>
</tr>
<tr>
<td>Diverse community partnerships</td>
<td></td>
<td>6.0</td>
</tr>
<tr>
<td>Program communicates with community leaders</td>
<td></td>
<td>6.0</td>
</tr>
<tr>
<td>Community is passionate about the program</td>
<td></td>
<td>6.0</td>
</tr>
<tr>
<td>Community engagement in program goals</td>
<td></td>
<td>6.0</td>
</tr>
</tbody>
</table>

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## Results of Program Sustainability Assessment Tool

<table>
<thead>
<tr>
<th>System Capacity</th>
<th>Scores</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UnLock</strong></td>
<td></td>
</tr>
<tr>
<td>Decision making on effective and ineffective program components</td>
<td>7.0</td>
</tr>
<tr>
<td>Capacity for program evaluation</td>
<td>6.0</td>
</tr>
<tr>
<td>Program planning and improvements</td>
<td>6.0</td>
</tr>
<tr>
<td>Program can adapt to changes in environment</td>
<td>6.0</td>
</tr>
<tr>
<td>Reviews evidence based programs</td>
<td>6.0</td>
</tr>
<tr>
<td>Inform public that program works</td>
<td>4.0</td>
</tr>
</tbody>
</table>

1 = to little or no extent / 7 = to a great extent
I – Inclusive

D – Diverse

E – Effective

A – Action Oriented

L – Leadership
The First Day of Your Grant Award!
REFERENCES

* Sustainability Framework Planning For YOUR Community’s Future: To Aim, To Build, To Collaborate, To Discern

  Community Systems Investments International, Carol Hays and D.G. Mawn, January 2010

* Washington University Center for Public Health Systems Science https://sustaintool.org/
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