



# Sustainability Roundtable

February 20-21 | Kansas City

Presented by Jerry Schultz, Ph.D., and Christina Holt, M.A.



COMMUNITY TOOL BOX

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# Wednesday Schedule

8:30 am	Welcome and Orientation
9:00 am	Developing a Plan for Sustaining Your Program or Initiative
9:30 am	Grantee Presentations: What Does Our SWOT Analysis Tell Us?
10:15 am	Break
10:30 am	Grantee Presentations, continued
11:00 am	Activity: Laying the Groundwork for a Sustainability Plan
Noon	Lunch
1 pm	Using the Twelve Tactics for Sustainability
1:30 pm	Activity: Applying Tactics for Sustainability to Your Situation
2:15 pm	Break
2:30 pm	Identifying Critical Components and Elements of Your Initiative to Sustain
3:00 pm	Activity: What Needs to be Sustained?
3:45 pm	Creating a Business Plan to Support Your Sustainability Effort
4:15 pm	Community Tool Box Introduction
4:30 pm	Adjourn

# Thursday Schedule

8:30 am	Recap Day 1: Lessons and Accomplishments
9:00 am	Activity: Creating a Preliminary Budget
9:45 am	Developing a Marketing Plan to Promote Sustainability
10:30 am	Break
10:45 am	Developing a Marketing Plan, continued
11:00 am	Activity: Identifying Sustainability Goals and Potential Partners
Noon	Lunch
1pm	Communicating with Key Audiences
1:25 pm	Activity: Communicating with Key Audiences
2:00 pm	Break
2:15 pm	Activity: Develop Goals and Action Steps to Implement Plan
2:45 pm	Activity: Presentation of Preliminary Plans
4:10 pm	Take-Aways and Next Steps; Evaluations
4:30 pm	Adjourn

# Icebreaker

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*Activity: What is one word that describes sustainability in your organization?*



# Sustaining the Project or Initiative

Community Tool Box  
Curriculum Module 16



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# Learning Objectives

- Understand sustainability SWOT analysis findings
- Understand 12 strategies for sustainability
- Identify critical components and elements of the initiative to sustain
- Create a business plan to support sustainability
- Create a preliminary budget
- Outline a marketing plan
- Create a draft sustainability plan

“Nothing that is worth doing can be achieved in our lifetime; therefore, we must be saved by hope.”

— *Reinhold Niebuhr*



# Developing a Plan for Sustaining Your Project or Initiative

- Institutionalization: Establishing your organization or effort so that its necessary features last
- Key Questions:
  - What should be sustained?
  - For how long?





# Sustaining Your Effort

Securing the support necessary to maintain it long enough to meet the group's goals.



# Why Plan to Sustain the Work?

- Time needed to solve the problem
- Map out path from Point A (initiative with an uncertain future) to Point B (an institutionalized effort)
- More cost-effective to keep effort alive



# Plan for Sustaining the Work

- Decide whether the effort needs to be sustained and for how long
- Clarify the goals and context
- Create a business plan
- Develop a marketing plan
- Set specific goals for generating financial resources
- Outline an action plan



# Decide Whether Effort Needs to be Sustained and for How Long

- Determine if the effort should continue
- Estimate how long to accomplish goals
- Assess the sufficiency of current community support
- Agree to complete a plan for sustainability



# Clarify the Goals and Context for Sustaining the Effort

- Describe what the initiative has accomplished toward its goals
- Describe the current organization, leadership, and staffing
- Describe the current funding
- Indicate potential obstacles
- Describe how well known the effort is



# Grantee Presentations: What does our SWOT Analysis tell us?

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## Activity 16.1 (p. 18-19)

### Laying the Groundwork for a Sustainability Plan

- Each grantee group will answer select questions that lay out the context for their sustainability effort (especially helpful may be #1, 2, 7, 8, 10). Record responses. Grantees can draw from the SWOT Analysis to complete some questions. (15 min.)
- Groups will share results with tablemates (10 min.)
- Report out to large group; reflection on responses (e.g., what does it tell us? How does it inform the plan?) (10 min.)



“You cannot plant an acorn in the morning  
and expect that afternoon to sit in the shade  
of an oak.”

— *Antoine de Saint-Exupery*





# Using Core Strategies for Sustainability

## Key Learnings

- There are multiple strategies to consider; your organization may choose among them.
- Financial sustainability is necessary to “stay in the game” long enough to get your goals accomplished.



# 12 Strategies for Financial Sustainability

1. Share positions and resources
2. Become a line item in an existing budget
3. Incorporate activities or services in organizations with a similar mission
4. Apply for grants
5. Tap into personnel resources
6. Solicit in-kind support



# 12 Strategies for Financial Sustainability

## (Continued)

7. Develop and implement fundraisers
8. Pursue third-party funding
9. Develop a fee-for-service structure
10. Acquire public funding
11. Secure endowments and planned giving arrangements
12. Establish membership fees and dues



# Choosing Among Strategies for Maximum Effectiveness

- Decide who will make these decisions
- Have your vision, mission and objectives in mind as you begin this work
- Brainstorm possible strategies for your organization
- Gather input from key people
- Choose the strategies that make the most sense for your organization



## Activity 16.2 (p. 21–22)

### Applying Tactics for Sustainability to Your Situation

- Review the list of twelve tactics for sustainability.
- Each participant will rate each tactic for its feasibility/ appropriateness for the group's situation (3 min.)
- For those tactics with a moderate or high rating (3, 4, or 5), discuss and jot down how this approach could be used to sustain your effort (15 min.)
- Grantees share with the whole group their best/ most promising ideas; facilitator will keep flip chart list of ideas generated. (20 min.)



# What Needs to be Sustained



- Specify core components and elements
- Identify the mode of delivery
- Indicate how you will adapt the intervention



## DIALOGUE:

- Based on your analysis, what are the core components?
- How would you use core intervention components?
- Give an example of a specific element of the intervention for a core component.



# Mode of Delivery

- How each component/element of the intervention will be delivered.
- Examples
  - Courses
  - Workshops
  - Policy advocacy
  - Media campaigns





## Activity (handout, p. 1): What Needs to be Sustained?

- By grantee groups, brainstorm specific intervention elements to reflect your understanding of the problem/goal, and complete the table in the handout. (25 min.)
- As a larger group, we will share and reflect on responses. (20 min.)

## DIALOGUE:

- What components and elements seem particularly promising in addressing the problem? Why?
- If implemented, would these intervention components be sufficient to achieve the objectives?



“Complacency is a far more dangerous attitude than outrage.”

— *Naomi Littlebear*

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# The Business of Sustainability: Overview of Tasks

- Create a business plan
- Develop a marketing plan
- Set goals for achieving financial sustainability
- Outline an action plan



# Elements of a Business Plan

- Describe the services or products
- Describe the potential market or audience & how they'll be reached
- Generate an annual budget
- Use the anticipated budget





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**WORLD**

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<https://www.youtube.com/watch?v=l1X6eljD7GE>



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how-to information



HELP TAKING ACTION  
guidance for your work



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link with others

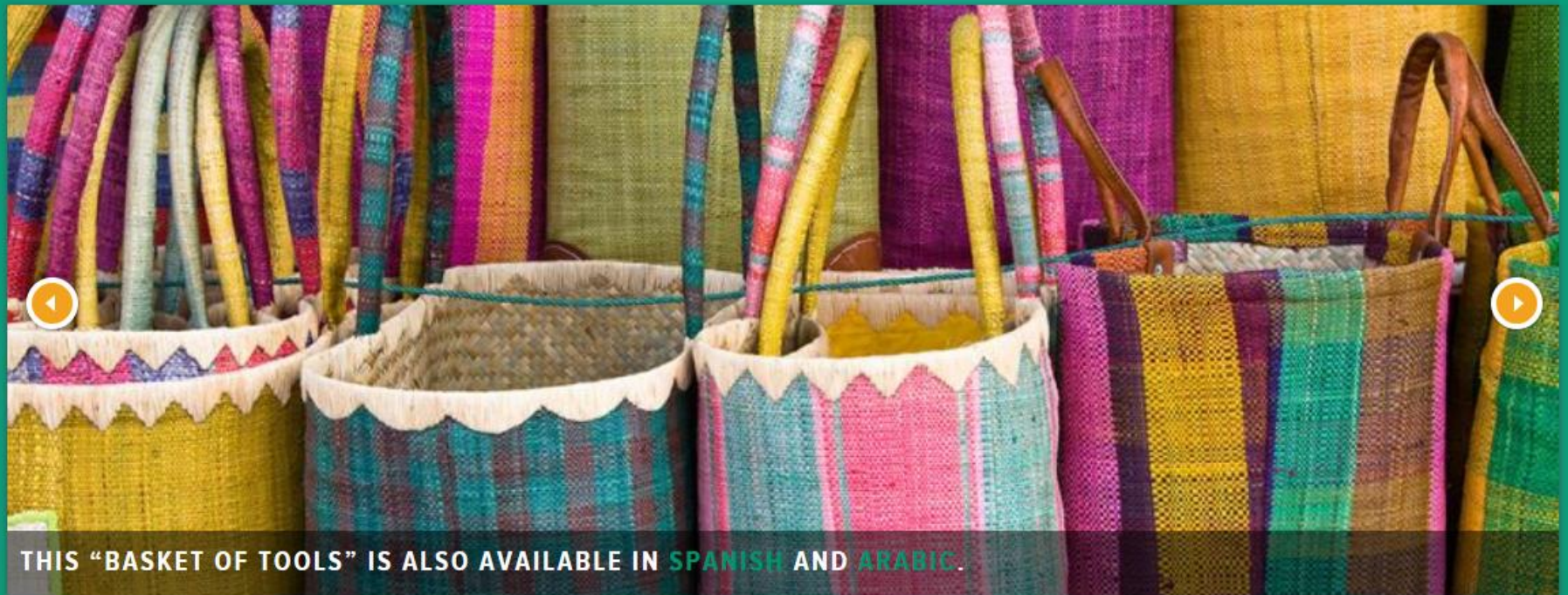


ABOUT  
the tool box



SERVICES  
supporting collective impact

Tools to change our world



Welcome to Our Community

# Tools for Building Capacity

- How-to Guidance
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- Troubleshooting
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# Open-source guidance for hundreds of community building topics, including:

- Assessing community needs and resources
- Building leadership
- Increasing membership and participation
- Writing a grant application
- Advocacy
- Interacting with elected officials
- Evaluating initiatives
- Fostering collaborative efforts
- Sustaining your project



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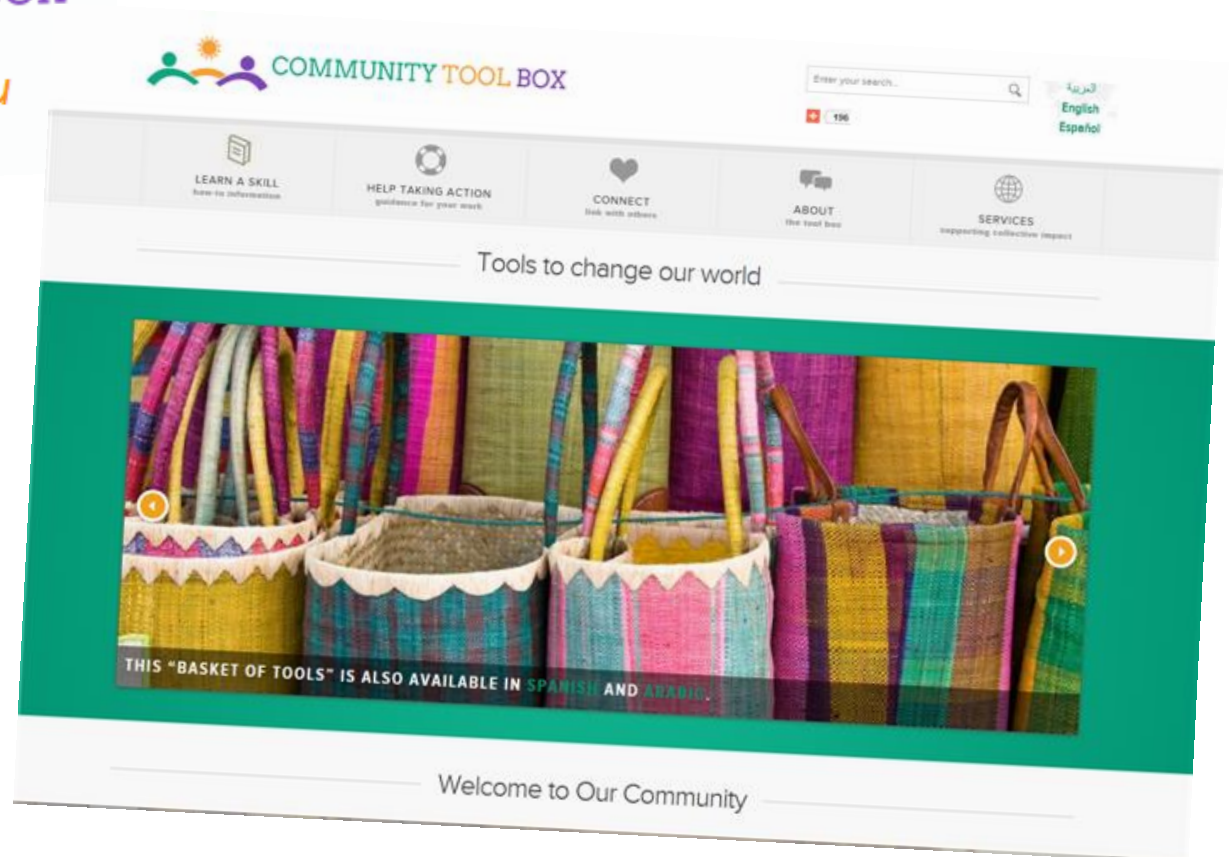
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## Day 2

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## Activity (handout, p. 2):

### Creating a preliminary budget document

- By grantee group, identify all revenue sources and expense items for your organization; break down broad items like salaries or supplies into small chunks to make sure nothing is overlooked. (25 min.)
- When completed, grantees will share with one another (by table) their preliminary budget documents, discuss what was identified, and perhaps surface hidden expenses or revenues that were omitted in the process. (10 min.)
- Large group reflection (10 min.)



# Developing a Marketing Plan to Promote Sustainability

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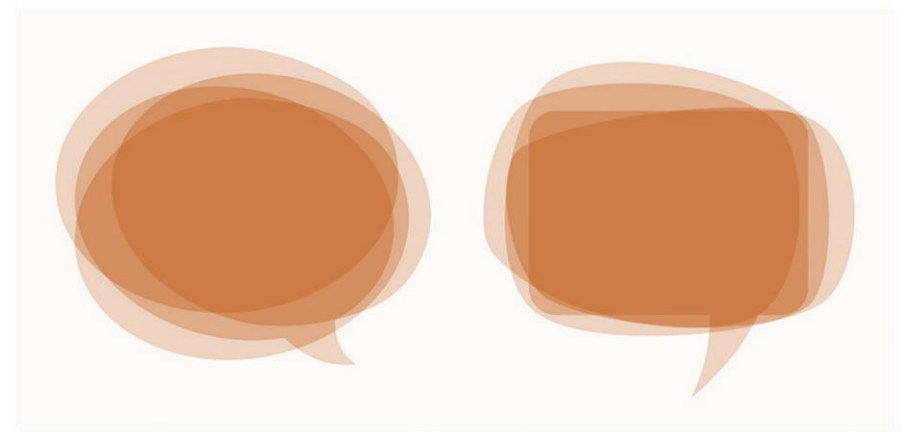
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# Some Goals of Marketing

- Building the image of your organization
- Developing friends and supporters
- Recruiting members
- Community relations
- Political activities
- Citizen education
- Fund raising



# 10 Tasks in Developing a Marketing Plan

1. Decide who will be involved
2. Involve everyone in your planning
3. Define the organization's role
4. Set goals for the marketing plan
5. Determine how far you are from your goals



# 10 Tasks in Developing a Marketing Plan

(Continued)

6. Brainstorm possible sources of support
7. Consider the donor's point of view
8. Decide which possibilities to focus on
9. Develop and nourish contacts
10. Remember the “4 Ps” of marketing –  
Product, Price, Place, and Promotion



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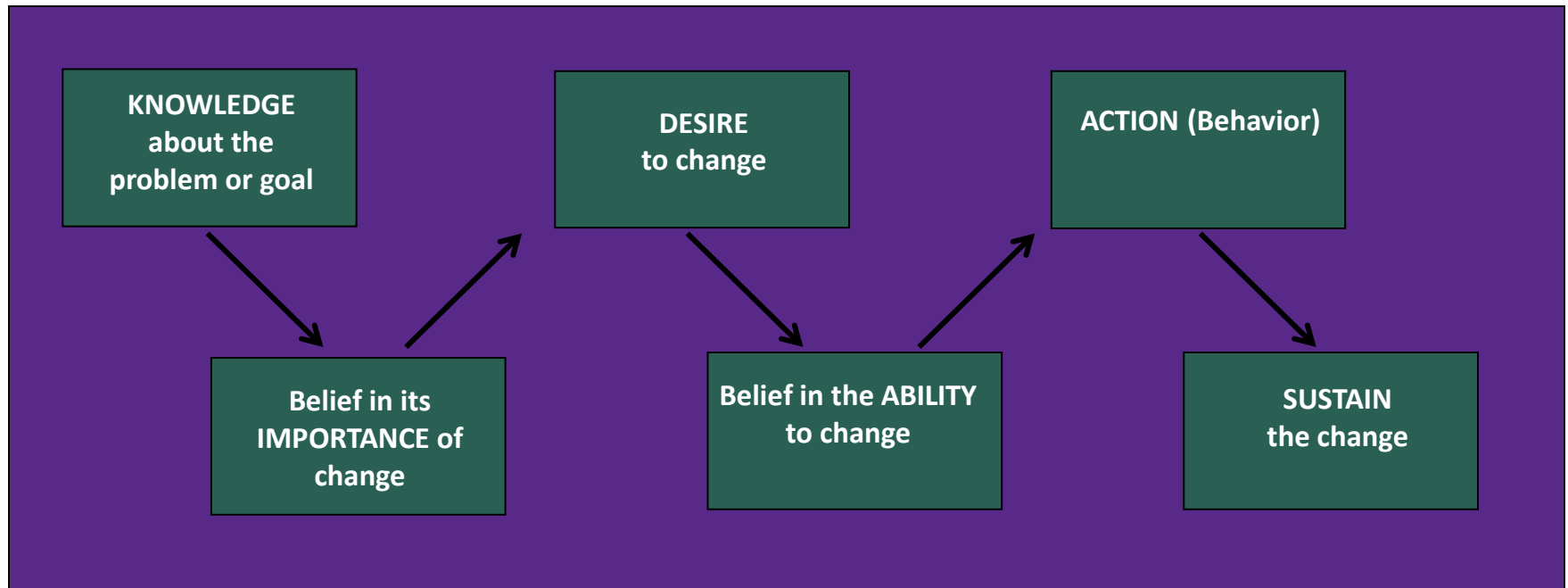
# 4 Ps of Marketing

- Product: behavior change
- Price: cost (time, effort)
- Place: accessible
- Promotion: communication, persuasion



# Engaging in a Social Marketing Campaign

The goal is movement along stages of behavior change.



# The Business of Sustainability

- Set specific goals for generating financial resources
- Choose specific strategies and tactics in order to accomplish those goals



## Activity (handout, p. 3):

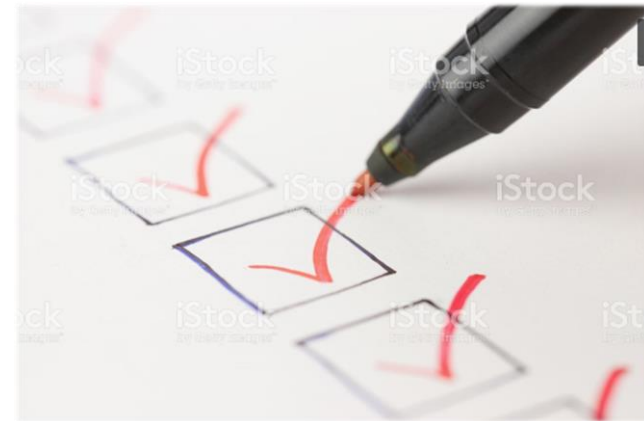
### Identifying Sustainability Goals and Potential Partners

- Identify goals for achieving financial sustainability. (15 min.)
- Identify potential partners (and connectors, mavens, and persuaders) in priority sectors of the community (business, schools). (20 min.)
- Grantees share by groups at table. (10 min.)
- Large group sharing and reflection (15 min.)



# A Summary of Initial Campaign Steps

- Decide whether to conduct a campaign
- Collect information from those who benefit and contribute
- State the goals and objectives
- Engage potential partners
- Define the audience or target groups
- Identify core components of the campaign
- Tailor and prioritize campaign components





# Communicating Information to Key Audiences



**Communication** refers to the exchange of information among people. Minimally, communication involves:

- A message
- A target audience
- A spokesperson or source
- A channel through which the message is communicated



# A Communications Plan Helps Clarify:

- What is to be conveyed (the message)
- Who it must reach (the target audience and particular subgroups or market segments)
- Who will deliver it (a trusted source, spokespeople like those to be reached)
- Through what means it will be delivered (the channels of influence)



# Communicating Information to Key Audiences

Plan communication carefully. Identify:

- Your goals
- The target audience
- Your resources
- Barriers to communication
- The means of communication



# Some Basic Principles of Effective Communication

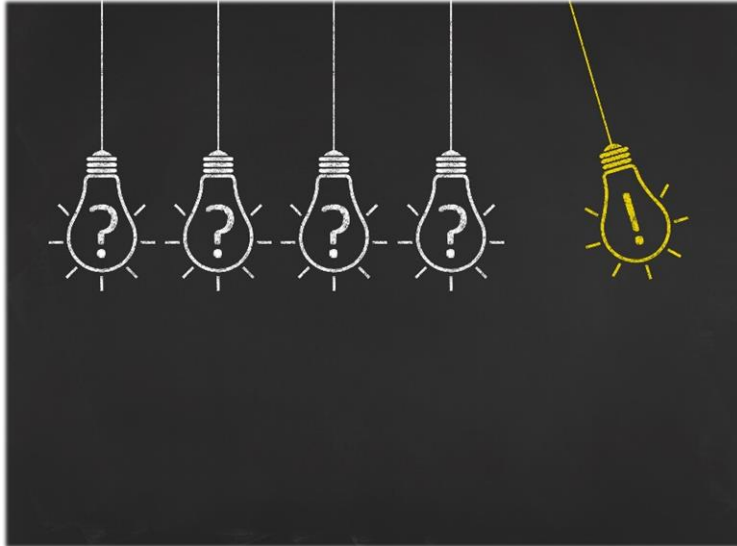
- Tailored to audience cultural norms and differences
- Accessible
- Noticeable
- Personal
- Respectful



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## DIALOGUE:

- For your effort, which of these communication principles may be particularly important?
- How would you adhere to it?



# Developing Components and Elements of Your Marketing Plan

- Communicate memorable messages
- Make the behaviors more rewarding
- Make the behavior easier
- Decrease the attractiveness of the competition
- Improve people's abilities to adopt the behavior



## Activity (handout, p. 4-5): Communicating with Key Audiences

- Each grantee group will develop key elements – market segment, message and channel – and outline next steps for implementing a marketing plan for their community. Record responses in handout. (25 min.)
- Several groups will share results; large group reflection. (10 min.)



# Outline a Sustainability Action Plan

- Develop a separate action plan for each goal (e.g., apply for a grant)
- In each plan, describe who, when, resources and communications
- Remember to pretest
- Evaluate and revise as necessary





## Activity (handout, p. 6): Our Sustainability Plan

- Use the tables in the handout to craft an action plan for one important area of your financial sustainability effort.
- Consider the specific action steps, people responsible, timelines, resources, and communication necessary. (30 min.)

## Activity (handout, p. 6): Presentation of Preliminary Plans

- Grantees share draft plans for sustainability: your goal, a selected strategy, and related action steps (6 min. per grantee, 3 min. for discussion per grantee)

Review for:

- Clarity
- Completeness
- Appropriateness
- Likelihood of contributing to the goal

Questions/ group dialogue

“It is not enough to be busy; so are the ants. The question is: What are we busy about?”

— *Henry David Thoreau*

