



## PHASES OF SUSTAINABILITY INSTRUCTIONS

### MATERIALS

- Phases of Sustainability Strategy Chart, large size posted on the wall
- Phases of Sustainability Self-Assessment
- Phases of Sustainability “What We Do” Wall Chart

### ACTIVITY ONE

Have each person individually complete the Phases of Sustainability Self-Assessment, using the rubrics contained in the document to guide their choices.

Transfer each individual's assessment to the Phases of Sustainability Strategy Chart. Discuss any differences and move the group to general agreement on your progress in each of the 8 defined areas.

Discuss strategic activities that can help your organization move to the next phase.

### ACTIVITY TWO

1. Validate or establish your Vision for Sustainability
2. Discuss and record on the “What We Do” Wall Chart:
  - a. What we do. (functions)  
For each of the functions, record current broad areas of work
  - b. What we know about what we do (data)  
For each area of work listed, describe the data collected and impacts you can document.
  - c. How we do what we do (initiatives /activities)  
Describe the activities and programs you conduct to fulfill the functions
  - d. What are our priorities about what we do?  
Prioritize activities and programs to sustain, based on the context of vision, data and purpose.
  - e. How are we funded to do what we do?  
Draw lines connecting activities and programs to specific funding source types. Use one color for current and expiring funding, one for continuing funding and one for potential future funding.
3. Review the resulting chart. Revisit the strategies section of the Phase of Sustainability Strategy Chart and make appropriate adjustments.

PHASES OF SUSTAINABILITY ACTIVITY ONE

INTERMEDIARY NETWORK

PHASES OF SUSTAINABILITY: A SELF-ASSESSMENT

<i>SUSTAINABILITY TASKS</i>	○	◐	◑	●
<b>1. Defining What Will be Sustained</b>	We know we want to sustain our program, but we do not have a long term vision and have not begun to define what specifically we are trying to sustain.	We are beginning to develop a long-term vision and have developed a very broad definition of what sustainability means to our program.	We have developed a very clear long-term vision. We have prioritized our sustainability needs and have a concrete, program specific definition of what we wish to sustain.	We can communicate our vision and sustainability needs and can clearly articulate how the initiative fits within the larger community but is also distinguishable from other initiatives.
<b>2. Developing a Sustainability Plan</b>	We have a pretty clear idea of our sustainability vision, but we have developed no strategies for achieving that vision.	We have identified potential strategies for achieving our sustainability vision, but have not fully thought those strategies through.	We have a comprehensive sustainability plan that includes potential barriers and resources needed for overcoming those barriers.	We have shared our sustainability plan with those who have a role in the plan and have a process to periodically reassess and adjust the plan.
<b>3. Establishing Performance Measures and Incorporating them into Practice</b>	We complete the state and/or federal evaluation requirements and have some program data as a result.	In addition to our required evaluation, we have also begun to identify other outcome indicators/measurements that will allow us to collect data relevant to our program needs and sustainability vision.	We collect data on a wide variety of program and participant outcome indicators. We review the results of our performance assessments internally and utilize data to make program improvements.	We share results of our performance assessments externally with stakeholders to market our program(s) successes and we collaborate with other initiatives to determine large-scale impact.

PHASES OF SUSTAINABILITY ACTIVITY ONE

INTERMEDIARY NETWORK

PHASES OF SUSTAINABILITY: A SELF-ASSESSMENT

SUSTAINABILITY TASKS	○	◐	◑	●
<b>4. Examination of Existing Funds and Financial Need</b>	We have only a vague idea of what our existing resources are and how much funding we may need to support our sustainability vision.	We are aware of our existing funding streams and in-kind resources and have begun to analyze those funds to ensure the following: maximum efficiency of use; redirection or reallocation; increase in flexibility.	We have completed our analysis of existing funding streams and in-kind resources and we have begun to determine the minimum amount of new funding needed to support our sustainability vision.	We know exactly how much new funding is needed to sustain our initiative and we have identified the types of financial resources that would be most effective (public/private funds, onetime/ongoing, folding into an ongoing system).
<b>5. New Funding Sources</b>	We have a pretty clear idea of the amounts and types of funding necessary to support our sustainability vision, and have identified a few potential funding sources and partners, but are not sure they are the most suitable/realistic.	We have identified a wide array of new funding sources (public, private, local fundraising, fee-for-service) and have determined which are most relevant and feasible given our needs and resources.	We have begun outreach to funding sources prioritized and have managed to form a few partnerships to allow for leveraging of those funds.	We have formed strong partnerships with those representing diverse funding streams and have begun to work toward a shared vision to ensure longevity of those funding streams.

PHASES OF SUSTAINABILITY ACTIVITY ONE

INTERMEDIARY NETWORK

PHASES OF SUSTAINABILITY: A SELF-ASSESSMENT

SUSTAINABILITY TASKS	○	◐	◑	●
<b>6. Adapting to Changing Conditions</b>	We monitor changes and improvements in our program(s), but we are not sure how our initiative fits in with the larger policy and program arena.	We are aware of changes and developments in the larger program and policy arena and we have begun to analyze our initiative and sustainability vision in light of this larger context.	We have analyzed our initiative and sustainability vision according to current directives within the larger program/policy arena and have framed our planning efforts and outreach to funders accordingly.	We have identified opportunities to help improve the overall policy and program environment and to actively participate in the decision making process about changes in policy and practice.
<b>7. Developing a Broad-base of Community Support and Key Champions</b>	We understand the value of our program(s) and have marketed to our immediate community but have done little to involve diverse stakeholders and to build support and buy-in within the larger community, district infrastructure, and city.	We have a few strong representatives among most of our key stakeholder groups (students, parents, workplace partners, teachers, principals, CBO's) and are working to extend our marketing strategies and diversify our support.	We have a diverse group of stakeholders representing the school, district, private sector, city, and community coming together regularly and have marketing materials (newsletters, program handbooks, outcome data/success indicators, structure for site visits) in place to conduct ongoing outreach.	We have identified key decision-makers at the local and state level who can influence our sustainability and have implemented targeted outreach to these decision-makers.

PHASES OF SUSTAINABILITY ACTIVITY ONE

INTERMEDIARY NETWORK

PHASES OF SUSTAINABILITY: A SELF-ASSESSMENT

SUSTAINABILITY TASKS	○	◐	◑	●
<b>8. Develop Strong Internal Processes and Controls</b>	We have some fiscal policies and procedures, but they are in chaos and we are lacking a governing body to ensure organization and accountability.	We have a governing/management body, but it is just beginning to sort out its roles and responsibilities pertaining to fiscal systems and management.	We have strong clear fiscal systems in place and we are working to ensure widespread understanding and accountability.	Our financial systems, communications processes, and accountability measures are in place and are reviewed regularly to determine emerging concerns and to adjust financial strategies when necessary.



## *PHASES OF SUSTAINABILITY: A SELF-ASSESSMENT*

On the chart below, assess where you would place your intermediary in the following areas of sustainability\*:

<i>SUSTAINABILITY TASK</i>	<i>CURRENT STATUS</i>	<i>STRATEGIES TO MOVE TO NEXT PHASE</i>
1. Defining what will be sustained	○ ◐ ● ●	
2. Developing a sustainability plan	○ ◐ ● ●	
3. Establishing performance measures & incorporating them into practice	○ ◐ ● ●	
4. Examination of existing funds and financial need	○ ◐ ● ●	
5. New funding sources	○ ◐ ● ●	
6. Adapting to changing conditions	○ ◐ ● ●	
7. Developing a broad-base of community support & key champions	○ ◐ ● ●	
8. Develop strong internal processes and controls	○ ◐ ● ●	

THIS DOCUMENT IS A MODIFIED VERSION OF THE FINANCE PROJECT (2001). GETTING STARTED: A SUSTAINABILITY SELF-ASSESSMENT

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|---|--|
| <ul style="list-style-type: none"> <li>○ Not on our screen</li> <li>● Underway, still some progress needed</li> </ul> | <ul style="list-style-type: none"> <li>◐ It's on our plan, haven't quite gotten it off the ground</li> <li>● Great progress, keep an eye on it.</li> </ul> |
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PHASES OF SUSTAINABILITY ACTIVITY TWO



VISION:				
WHAT WE DO	WHAT WE KNOW	HOW WE DO IT	PRIORITY	FUNDING SOURCE
<b>Convene</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>				
<b>Connect</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>				
<b>Measure</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>				
<b>Sustain</b> <ul style="list-style-type: none"> <li>▪</li> <li>▪</li> <li>▪</li> <li>▪</li> </ul>				