

- Some of the HGJTI projects have customized training developed for one or more employers. It is possible for customized training to be directly funded by local workforce investment boards.

Other federal government agencies also support training. Depending on the nature of the training or other project efforts and the target group(s) being served, agencies such as Housing and Urban Development, Health and Human Services, Education, and Interior are all possibilities. A number of states sponsor training and economic development programs which can include resources for training and fund other services as well. These programs often target particular types of individuals (such as youth, offenders, or public housing residents) or locations (such as Empowerment Zones), and may require matching funds, but they are worth exploring. In some instances, federal funds that go to the state are then used to fund special state initiatives.

SUSTAINABILITY RESOURCES

Although the following resource list may not pertain directly to your particular project, it may offer some insight and guidance into sustainability planning for your project.

Foundations

Ford Foundation: <http://www.fordfound.org/grants>

Gates Foundation: <http://www.gatesfoundation.org>

Hitachi Foundation: <http://www.hitachifoundation.org/>

Robert Wood Foundation: <http://www.rwjf.org/grants/>

Sloane Foundation: <http://www.sloan.org/>

Not-for-Profit Organizations

The Finance Project: <http://www.financeproject.org/>

MDRC: <http://www.mdrc.org/>

Public/Private Ventures: <http://ppv.org/ppv/index.asp>

Venture Philanthropy Partners: <http://ppv.org/ppv/index.asp>

Sustainability Training

Finance Project Sustainability Training Institute: <http://www.financeproject.org/special/engage/sti.cfm>

SUSTAINABILITY RESOURCES (CONTINUED)

Further Reading

“End Games: The Challenge of Sustainability” from the Annie E. Casey Foundation: <http://www.aecf.org/upload/publicationfiles/end%20games.pdf>

“Sustaining Comprehensive Community Issues: Key Elements for Success” from the Finance Project: <http://www.financeproject.org/publications/sustaining.pdf>

“Sustaining Grassroots Community-Based Programs: A Toolkit for Community- and Faith-Based Service Providers” from the US Department of Health and Human Services:
<http://download.ncadi.samhsa.gov/prevline/pdfs/SMA08-4340.pdf>

Publications from the Institute for Educational Leadership:
<http://www.iel.org/pubs/sittap.html>

Resources from the National Service-Learning Clearinghouse:
http://www.servicelarning.org/instant_info/hot_topics/sustain/index.php

“Implementation and Sustainability: Emerging Lessons from the Early HGJTI Grants” from the Urban Institute: <http://www.urban.org/publications/411556.html>

The Aspen Institute’s Workforce Strategies Initiative: <http://www.aspenwsi.org/>
Workforce Strategies Initiative (WSI) identifies and advances strategies that help low-income Americans gain ground in today’s labor market. To that end, WSI engages in applied research, facilitates dialogue, disseminates findings and shares new ideas. WSI includes a number of publications and resources that focus on sector strategies including short profiles of sector initiatives that feature some of our High Growth and Community-Based grantees:
<http://www.aspenwsi.org/WSIprofiles-program.asp>

Community Tool Box: <http://ctb.ku.edu/en/>

There are 46 Chapters through which you can reach nearly 300 different sections providing practical, step-by-step guidance in community-building skills, including sustainability. This site also includes a troubleshooting guide that can be helpful in solving problems and dilemmas that are common with doing community work. Sustainability planning support can be found here:
http://ctb.ku.edu/en/solveproblem/Troubleshooting_Guide_13.htm

Sustainability Plan Model

On the following pages are checklists to help you work through the six key steps in sustainability planning. These worksheets provide one possible format for documenting your sustainability planning efforts, and can be used as a starting point for your planning. They allow you to flesh out each of the “cells” in detail as you plan, or provide an “At-a-Glance” summary of the plans you have completed. As a reminder, before you start writing your sustainability plan, take time to review the key elements of sustainability outlined below.

KEY ELEMENTS OF SUSTAINABILITY

- 1.** **Vision:** Develop a sustainability vision statement that clearly defines what it is that you want to sustain. A vision is a clear picture of what the organization would ideally like the future of the project to be.
- 2.** **Results:** Identify any new measurable outcomes and establish or update processes to track performance post grant period, if applicable. The data collected during and after the life of the grant should be used to improve the project and services over time, as well as to communicate the project’s successes.
- 3.** **Strategic Financing & Stewardship:** Identify financial strategies that integrate project and community needs and decisions. Project leaders must be good caretakers of funds and know how to balance current decisions with future effects.
- 4.** **Adaptability:** Recognize that change is inevitable and can be positive. Involve the community in planning and implementation.
- 5.** **Collaboration:** Develop partnerships that include and extend beyond financial contributions. Create a spirit of collaboration and responsibility among current and future stakeholders.
- 6.** **Champions:** Identify and develop champions who can assist your organization in gaining the recognition and resources needed to achieve short- and long-term goals.
- 7.** **Internal Systems:** Identify and hire strong leadership, staff, and volunteers. Develop communication systems, processes, and a risk management plan.
- 8.** **External Systems:** Do a scan of your external and internal environment at different times during the life of your project. Identify untapped funding sources and other resources, as well as determine how the needs in your community have changed over time and how you anticipate they will change in the future.
- 9.** **Sustainability Plan:** Develop a written document that includes each of the elements of sustainability and establishes an action plan. Prioritize actions and activities.

STEP 1: Clarify Your Vision

Your vision should be what unifies all of your project's sustainability efforts. Your vision should serve as the focal point that brings your project staff, participants, community partners, and supporters together. The ability to convey your vision clearly to others is essential for maintaining and attracting support.

CHECKLIST	NOTES AND PLANS
<input type="checkbox"/> Establish a formal or informal sustainability group—do this early in the grant period. Small teams of 3-4 people are easiest to manage. Larger teams bring more resources and ideas. Consider including individuals with project knowledge, marketing skills, and knowledge of target audiences.	
<input type="checkbox"/> Write out your vision and goals for the project.	
<input type="checkbox"/> Write out the results your project is trying to achieve after the life of the grant.	
<input type="checkbox"/> Identify which activities will lead to desired results after the life of the grant.	
<input type="checkbox"/> To help with identifying resources/ inputs for your sustainability plan and/or logic model, conduct a SWOT analysis or create an asset map.	
<input type="checkbox"/> Consider creating a flow chart or logic model that shows the relationships between your resources, activities and desired outcomes.	
<input type="checkbox"/> Identify the benefits of your project and the stakeholders who benefit the most from it.	
<input type="checkbox"/> Have several members of your team describe your vision to others to hear what kinds of questions they might be asked. Ensure you describe your vision clearly, and that your team members all share that vision.	

STEP 2: Determine What You Want to Sustain

In addition to being guided by your vision, base your decisions about what to sustain on the needs of your region and data regarding the performance of your grant – the data you collect on your grant’s performance outcomes is a good starting point. An assessment of your current project can provide useful information for good decision-making about the most important aspects of your efforts to sustain over time, and which activities contribute most effectively to achieving your goals. Think about which activities you want to maintain and which ones will change. You do not have to sustain all of your activities, just the ones that are intended to achieve your desired outcomes. You may even want to add some new ones.

CHECKLIST	NOTES AND PLANS
<input type="checkbox"/> Work with your sustainability team to set both short-term and long-term goals for sustainability.	
<input type="checkbox"/> Assess which activities are most likely to support your short and long-term goals.	
<input type="checkbox"/> Determine which activities can and should be continued (based on your knowledge of your needs and desired outcomes).	
<input type="checkbox"/> Prioritize the activities you wish to sustain (based on your goals and the effectiveness of different activities).	
<input type="checkbox"/> Take advantage of the lessons learned by others. Talk to current and former grantees about how they decided what was desirable and feasible to sustain, and how they found or negotiated the resources they needed to meet their sustainability goals.	
<input type="checkbox"/> Be sure to consult with partners to get their input on priorities.	



STEP 3: Build Collaboration

Collaboration is a key ingredient for sustainability. While some organizations recognize the value of collaboration for building their project's success, collaboration is also a key element of a sustainability strategy. Community partners each possess unique skills and resources to contribute to your project and to expand its base of support. Collaboration also increases the number of individuals concerned with your project's sustainability and offers more avenues or access to a whole range of resources, including potential funding sources.

CHECKLIST	NOTES AND PLANS
<input type="checkbox"/> Identify your key partners in sustaining your project, especially those you want to collaborate with long term.	
<input type="checkbox"/> Identify others from whom you would like buy-in for the successful implementation of your sustainability plan. Identify potential partners within your community or state, such as the general public, community leaders, or elected officials.	
<input type="checkbox"/> Involve a wide array of individuals who may have an interest in your project, express the added benefit of your project, and develop partnerships that support and promote your efforts. (Don't forget to consider other ETA grantees as potential partners.)	
<input type="checkbox"/> Identify roles and responsibilities for each of your key partners in sustaining the project. Identify the benefits of participation for each partner.	
<input type="checkbox"/> Identify mechanisms for keeping your partners informed of progress and sustainability activities.	
<input type="checkbox"/> Re-visit the composition of your collaborative effort after you have completed your sustainability plan to make sure you are actively engaging the appropriate partners.	



STEP 4: Choose Your Sustainability Strategies and Methods

Some sustainability strategies, such as building partnerships and securing internal support for institutionalizing project activities, can be built into the project from the outset as a feature of the project design. Other strategies, such as identifying resources to address changing needs, will need to be identified in later phases of the grant to reflect the goals and resources in place at that time.

CHECKLIST	NOTES AND PLANS
<input type="checkbox"/> Identify the resources you will need to manage and operate the activities you have selected. Consider roles that can be combined or shared, whether you need more or fewer resources as activities become institutionalized, etc.	
<input type="checkbox"/> Identify resource challenges that need to be addressed in order to achieve your sustainability goals.	
<input type="checkbox"/> Develop detailed descriptions of the activities you want to sustain. Make them specific and indicate what will be maintained and what will change.	
<input type="checkbox"/> Identify the resources that your partners bring to the table—What have they contributed in the past? What might they be encouraged to offer in the future?	
<input type="checkbox"/> Collaborate with partners to share ideas, expertise, and resources.	
<input type="checkbox"/> Decide how to adapt to changes in the needs and preferences of management, staff, partners, and other stakeholders.	
<input type="checkbox"/> Develop strategies for evaluating and promoting project success.	
<input type="checkbox"/> Consider how to achieve maximum visibility for sustaining project activities.	

STEP 5: Develop Action Steps

The action steps you establish to address your sustainability goals will vary depending on the specific goals you have established. There are basic considerations that need to be addressed, including determining needed resources, their sources, and securing the participation of partners and key stakeholders.

CHECKLIST	NOTES AND PLANS
<input type="checkbox"/> Develop a detailed budget for your project after your grant ends based on your current experience with the activities you want to sustain. Consider how costs and resource needs may change due to changes in scale, activities, economic climate, etc.	
<input type="checkbox"/> Identify potential funding sources for sustaining your project. Update this list regularly as unexpected events can happen at any time. Ask partners to suggest potential funding sources, especially those with whom they have first-hand experience. Consider Federal, state, and local sources, including government and foundations.	
<input type="checkbox"/> Obtain funding application guidelines and due dates and develop a plan for completing these applications. Consider simultaneous applications to multiple sources to leverage funds.	
<input type="checkbox"/> Develop business management systems (e.g., human resources, management information systems, etc.) that enable effective implementation of your plan.	
<input type="checkbox"/> Implement systems for ongoing communication with partners and other target audiences about progress and results.	
<input type="checkbox"/> Work toward institutionalizing project activities into regular business operations.	

STEP 6: Document and Communicate Your Successes

One of the best ways to continue to support sustainability over the long term is to document and communicate your success to key stakeholders and other supporters or potential supporters on an ongoing basis. Documenting successes will enable multiple staff members and partners to share success stories.

CHECKLIST	NOTES AND PLANS
<input type="checkbox"/> Prepare a written sustainability plan and document any changes to your plan as appropriate.	
<input type="checkbox"/> Develop systems for collecting and analyzing data on sustainability, if necessary.	
<input type="checkbox"/> Define what “sustainability success” will look like, and establish benchmarks against which to measure progress.	
<input type="checkbox"/> Document your achievements in terms of numbers and characteristics of participants served, activities and services provided, outputs, and outcomes.	
<input type="checkbox"/> Update your sustainability plan to reflect changes in preferences of staff, community, funders, and other stakeholders. Update your plan as you learn new things about the effectiveness of your project.	
<input type="checkbox"/> Share your successes with stakeholders, others in your profession and/or industry, and the outside world.	
<input type="checkbox"/> Know your audience when communicating your sustainability successes.	

