

Sustainability Plan

Ohio's Strategic Prevention Framework – State Incentive Grant (SPF SIG)

COLUMBIANA COUNTY

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Strategic Prevention Framework – State Incentive Grant (SPF SIG): Sustainability Module

Introduction

“The key element of sustainability is providing continued benefits, regardless of particular activities delivered or the format in which they are delivered.” –Mancini & Marek (2002)

There are four clarifying questions that need to be answered in order for sustainability planning to move forward:

1. *What* are you trying to sustain? (or, *What* needs to be sustained?)
2. **Public Value:** What *evidence* do you have that what you are doing is *worth sustaining*? (or, *Why* does this initiative *deserve* to be sustained?)
3. **Authorizing Environment:** What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?
4. **Operational Capacity:** What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

A. Building the Sustainability Team

Before these questions can be answered, it is essential that you *identify the key players*. It is very important to consider your authorizing environment (Moore, 1995).

Who are the individuals in your coalition or community that need to be involved in conversations about sustainability? Please do not list your entire coalition roster. Be purposeful and intentional about the individuals who need to be at the table to discuss sustainability. This group must be big enough to be inclusive but small enough to move forward quickly. Please also consider individuals from outside your coalition that could play a role in sustaining the work of the SPF in your community.

- Family Recovery Center
- Kent State University
- Department of Job and Family Services
- ABLE Program (Career Center)
- Mental Health and Recovery Services Board
- 18-25 year old representative-graduates of youth coalition
- ADAPT Coalition

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B. Sustainability Question #1: What are you *trying* to sustain? (or, What *needs* to be sustained?)

Weiss, Coffman, Bohan-Baker (2002) identified four categories related to “initiative sustainability.” These categories are very broad and are very applicable to SPF initiatives. These categories may be helpful for your team as you plan for sustainability. If your team has already clearly articulated what you are trying to sustain, you may want to categorize your objectives. Please feel free to create your own category if you need to.

Please remember that you do NOT need a sustainability objective/goal for each category. We are providing these categories as conversation catalysts, not as requirements.

1. *Organizations and/or Projects*: securing additional funding for projects begun or supported under the initiative
2. *Ideas*: maintaining the initiative’s core principals, values, beliefs, and commitment
3. *Relationships*: maintaining connections among people and institutions
4. *Outcomes*: maintaining initiative results

Please choose the question that most appropriately applies to your project: What are you *trying* to sustain? (or, What *needs* to be sustained?) Please state your sustainability objectives/goals as bullet-point statements. Each objective/goal must be specific, measurable, and observable.

What are we trying to sustain?

Efforts to change community norms regarding the harmful use of alcohol among 18-25 year olds in Columbiana County.

- A. Long term goals from strategic plan including:
 - Decrease the number of 18-20 year olds who reported drinking an alcoholic beverage in the past 30 days by 5%
 - For 21-25 year olds who report drinking alcohol, increase the percentage who report drinking within the CDC guidelines by 10%
 - For 21-25 year olds who report drinking alcohol, decrease the percentage who report binge drinking behavior by 10%
- B. Repeat Community Readiness Survey with key informants.
- C. Repeat individual level survey every two years to determine if Initiative is working towards the goals.

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C. Sustainability Question #2: Public Value - What *evidence* do you have that what you are doing is *worth sustaining*? (or, Why does this initiative *deserve* to be sustained?)

We discussed the idea of *public value* (Moore, 1995). It may be helpful to frame this conversation among your planning team as such. For example, it may be useful to have your planning team respond to these questions (You do not need to write responses to these questions, these are just provided as conversation catalysts.):

- How is this SPF initiative positively impacting the community?
- What results from this SPF initiative are valued by the community?
- What results from this SPF initiative are valued by the leadership team?

Once you have answered these questions, please respond to the overarching question (whichever form is most applicable to your situation): What evidence do you have that what you are doing is worth sustaining? (or, Why does this initiative deserve to be sustained?)

- The number of 18-25 year olds that report they did not know what the CDC's guidelines were on moderate alcohol use went down by 7% and the young adults who reported the correct answer (no more than 2 drinks for a man and 1 drink for a woman) went up 3%. This shows that young adults are learning the guidelines to moderate alcohol use but more education is needed to increase the number of 18-25 year olds who know and understand the guidelines.
- According to both individual level surveys in 2011 and 2013, about 58% of young adults reported they did not have any drink of alcohol within the past 30 days.
- Past 30 day use (43% in 2011 and 41% in 2013) has decreased among 18-25 year olds.
- The number of binge drinkers (31% in 2011 and 25% in 2013) has decreased among 18-25 year olds.
- The Young Adult Initiative will continue to serve as a subcommittee for the ADAPT Coalition and update the advisory board about goals and outcomes.
- The Young Adult Initiative has several partnerships with county entities.

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D. Sustainability Question #3: Authorizing Environment - What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability?

We discussed the idea of *authorizing environment* (Moore, 1995). It is important to determine who holds the ability to make key decisions regarding the sustainability of the project.

What *institutional supports, structures, and/or policies* need to be in place to achieve sustainability of your SPF initiative? It may be helpful to frame your answer to this question using the following sub-questions:

- What current *institutional supports, structures, and/or policies* support your SPF initiative?
 - Of these structures, which could be strengthened to ensure sustainability of your SPF initiative?
 - What structures are blocking or obstructing your SPF initiative?
 - Which structures are still needed to ensure sustaining your SPF initiative?
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- The Initiative has support from Department of Job and Family Services, Mental Health and Recovery Services Board, Family Recovery Center, Head Start and Kent State University.
 - The Initiative has talked about collaborating with local colleges, schools and workplaces to teach drug and alcohol prevention classes as “healthy workplaces” or “drug free workplaces”.

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E. Sustainability Question #4: Operational Capacity - What *capacity* is necessary to sustain this effort and *where* will that capacity come from?

We discussed the idea of *operational capacity*. In order for your sustainability goals/objectives to become reality, your SPF initiative must have the *capacity* necessary to achieve those outcomes. Capacity is defined in many ways, including (but not limited to): securing diverse resources and acquiring the appropriate expertise. Basically, the purpose of this question is to determine the resources (e.g., time, personnel, funding, etc.) needed to achieve each sustainability goal/objective.

What operational capacity is necessary to achieve sustainability and where will the capacity come from to sustain your SPF initiative? It may be helpful to frame your answer to this question using the following sub-questions:

- What *internal* operational capacity has your coalition built through the SPF SIG process? How will this increased internal capacity contribute to the sustainability of your coalition's SPF efforts?
- What operational capacity has your coalition built through *networks* (i.e., partnerships, collaborations, etc.) during the SPF SIG process? How will these networks contribute to the sustainability of your coalition's SPF efforts?
- What current resources are necessary to sustain your SPF initiative?
- Of these resources, which is insufficient or vulnerable?
- What current skills and expertise does your initiative rely on to sustain your initiative's positive outcomes?
- Of these skills and expertise, which could be strengthened to ensure sustained positive outcomes?
- Which skills and expertise are still needed to sustain positive outcomes?

The operational capacity includes:

- Partnerships with local county entities, especially ADAPT Coalition. With their collaboration, the Initiative will be able to continue the media campaign. The media message will always be present on the ADAPT website and Facebook page.
- Free giveaways and campaign materials will be able to be handed out at ADAPT health fairs and pro-social events to all age groups in Columbiana County.
- Partnerships include Department of Job and Family Services, Mental Health and Recovery Services Board, Family Recovery Center, Head Start and Kent State University.
- Current data committee will continue to review all data collected and make suggestions based on this data.
- Money, time and personnel will be necessary to sustain the efforts of the Initiative.

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F. Strengths/Challenges

In any projects, there are strengths and challenges. The purpose of the following questions is to help you identify ways you can capitalize on your strengths and prepare for probable or potential obstacles.

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| <ol style="list-style-type: none">1. In what ways do you believe your SPF initiative is positioned to achieve sustainability?2. What are the probable or potential obstacles to sustainability? |
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- The Young Adult Initiative is an initiative of the ADAPT Coalition which was established in 2008. County residents are familiar with the Coalition and their efforts to reduce drug and alcohol use among youth in the county. The leadership team for the Initiative has representation from county entities that can assist in the sustainability process. The Initiative has support from these entities and also from the community.
- The major obstacle the Young Adult Initiative will have regarding sustainability is funding. We are currently brainstorming ideas of how we be sustained with the possibility of no financial support.

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