

Sustainability Plan

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

FRANKLIN COUNTY

Ohio's Strategic Prevention Framework – State Incentive Grant is funded by the Substance Abuse and Mental Health Services Administration's (SAMHSA) Center for Substance Abuse Prevention (CSAP) and administered by the Ohio Department of Mental Health and Addiction Services (OhioMHAS).

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.

- Churches serving and/or located in the target area
- Columbus Foundation and other foundations
- City government
- Local business leaders
- Larger businesses in the city
- ADAMH Board
- Social service providers who serve the target area
- The businesses involved in the media campaign
- Coalition leadership
- Coalition young adult members

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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 needs to be sustained?

A. Organizations

- Administrative functioning of the FCUC; funding, regular meetings, recruitment of members
- The FCUC will sustain the media strategy DOPEwithoutIt in 2014 and 2015 using coalition members, community partners, and community residents who have a vested interest in reducing marijuana use in the urban core. The FCUC will seek additional funding from ADAMH Board of Franklin County through its provider network; in partnership with Columbus Public Health, Community for New Direction, and the Urban Minority Alcohol and Other Drug Program to pay for media campaign. The ADAMH Board’s Mission: to improve the well-being of our community by reducing the incidence of mental health problems and the abuse of alcohol and other drugs. This is analogous to the mission of the FCUC, which is to decrease the number of 18-25 year olds engaged in the use of marijuana.
- The FCUC will continue to work alongside various departments within the City of Columbus government who have staff and budget allocations to service the urban core population. These departments are the Columbus Public Health Department-Alcohol & Drug Services, Columbus Recreation and Parks - Application for Pride, Purpose and Success, and the Columbus Department of Urban Development – Neighborhood Pride Centers. The coalition will engage other partners who have a vested interest in reducing marijuana use in the urban core and are willing to commit people, resources, and ideas to combat this problem. Another option for funding the media campaign is to apply for ADAMH Board Mini Grants, which awards applicants up to \$5,000 for projects which are consistent with the Community Collaboration & Engagement Strategic Result: sustaining and expanding its collaboration and outreach with community partners.

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B. Ideas

- The website and other social media outlets to communicate with target population

C. Relationships

- Partnership with community-based organizations that serve or connect with the urban young adults
- Creation of a new partnership with Maryhaven to assess the level of and extent of gambling and drug use
- Continuation of a Partnership with ADAMH – in-kind services (5 staff)
 - Prevention Coordinator (1)
 - Planning and Evaluation (2) (Data Analysis)
 - VP Cultural Competency & Community Engagement (1)
 - Surveyors (3); (data entry)
- Continued Partnership with community based agencies, including the core ones in the coalition that could provide funding either through existing grants or in-kind services

D. Outcomes

- Media Campaign -Shorter-Term Outcomes - (2 years)
 - 18-25 year olds' marijuana-use risk perception will increase as measured by usage survey
 - 18-25 year olds' disapproval of marijuana use will increase as measured by usage survey
- Media Campaign- Longer –Term Outcomes -(5 years)
 - 18-25 year olds using marijuana will decrease as measured by usage survey

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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?)

- How is this SPF initiative positively impacting the community?
 - ADAMH Prevention Providers receiving SAPT funds used Needs Assessment and MIPH Community Readiness Survey Results to complete OhioMAS application for funding 2013
 - Africentric Personal Development Shop, UMADAOPFC, Community for New Directions, Amethyst
 - Faith based Summer Day Camps-Shalom Zone, E. Hardy Center, and Reaching Higher Heights used the Needs Assessment and MIPH Community Readiness Survey Results form to inform their program implementation strategies.
 - Neighborhood Organizations who serve 18-25 year olds are using the FCUC Needs Assessment to improve their service delivery
 - Columbus Urban League
 - Neighborhood House
 - Columbus Recreation & Parks
 - Agencies and organizations have used the FCUC Needs Assessment, Store Observation Results and MIPH Community Readiness results to apply for grants
 - FCUC –DFC Grant 2014
- What results from this SPF initiative are valued by the community?
 - Data collection on a hard-to-reach population
 - Website allows community to have a voice and reinforce coalition initiative
 - Capacity building to increase the number of certified prevention professions and volunteers working in the urban core and throughout the county by offering three workshops where over 90 people attended, and became familiar with prevention theory and practice.

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- Our reach into urban core is more extensive as a result of working together
- What results from this SPF initiative are valued by the leadership team?
 - The FCUC served as a real world-learning lab where theory is put into practice
 - The opportunity to work with the OSET Team evaluators
 - Created modules and needs assessment guide book for the coalition to use
 - Taught FCUC how to use the tools and how to adapt them to be culturally appropriate for our target population
 - OSET Team offer technical support throughout the entire process
 - The collaborative approach for serving an at-risk underserved population is more cost effective
 - Organizations are able to access no-cost-training for their staff to be in compliance with OhioMAS funding requirements for SAPT funds

The FCUC is a coalition that has brought a host of people, businesses, and agencies representing the twelve core areas of the SPF together to work on a sustained, culturally specific approach in reducing drug abuse in the urban core of Columbus. While many coalition members interacted with one another during past events or on small projects, this type of evidenced based, data driven effort had not occurred prior to the formation of this coalition.

In addition, we have produced a media campaign in conjunction with local media outlets heavily used by our target population. The media for the campaign is created and driven by members of our target group, who will help to sustain the effort. This is the first such effort in Columbus and hopefully a model that other cities can adopt.

Organizations that work with young adults use our data for program planning and implementation. They also send their staff to our capacity building workshops for professional development and networking.

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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?

Maintaining the current administrative structure as well as membership is important in maintaining sustainability. The administrative support has the institutional knowledge and expertise that is difficult to replicate. Also, each coalition member was selected to fulfill specific roles and/or purposes that contribute to fulfilling the mission of the FCUC of reducing drug-use in the urban core population.

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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?

A. 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?

- In-kind support from members for administrative operations
 - Continuation of a Partnership with ADAMH – in-kind services (5 staff)
 - Capacity building trainings

B. What current resources are necessary to sustain your SPF initiative?

- Funding for the media campaign and funding for incentives to obtain usage survey, funding for media outlets and funding for evaluation services

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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.

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?

- In what ways do you believe your SPF initiative is positioned to achieve sustainability?
 - The core members have already applied for additional funding and will continue to do so.
 - The core members will continue to provide in-kind services, which can be used until additional funding is received.
 - The ADAMH Board is committed to the goals of the coalition and will continue allowing its staff to be participating members of the group.
- What are the probable or potential obstacles to sustainability?
 - Keeping existing FCUC members motivated will continue to be an on-going effort since members have many existing and new projects that could impact sustainability.
 - Funding is scarce and competitive.

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