

Sustainability Plan

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

SANDUSKY 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.

The Prevention Partnership Coalition has identified the following individuals that were involved in the sustainability planning:

- Chief Tim Wiersma-Fremont Police Dept.
- Dori Dalton-Terra State College
- Stephanie Killingsworth- Juvenile Court
- Tim Wise and Sharon Harris- Firelands Counseling and Recovery Services
- Nancy Sattler-PPC Coalition Chair
- Mircea Handru - Mental Health Services Board
- Charlotte Stonerook and Stacey Gibson-Sandusky County Health Department
- PPC 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.

- To establish and strengthen collaboration among communities, private nonprofit agencies, and Federal, State, local and tribal governments to support the efforts of community coalitions to prevent and reduce alcohol abuse among the 18-25 year old population in Sandusky County.
- To reduce alcohol use within the 18-25 year old population by addressing the factors in our community that increase the risk of alcohol abuse and promoting the factors that minimize the risk of alcohol abuse.

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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?)

SPF results that are valued by the community include building awareness of the 18-25 year old target population in regards to underage and binge drinking habits and collecting data on 18-25 year old drinking rates in Sandusky County. Results that are valued by this leadership team and the community include the strengthening of partnerships that has occurred throughout the SPF planning process, in particular the strengthened relationship with Terra State College and their implementation of the Alcohol EDU classes for all incoming students.

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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?

Sandusky County will rely upon the established strength and institutional supports and structures of the Prevention Partnership Coalition to insure both the success and sustainability of the SPF structures. Our Coalition partners, Terra State College, The Fremont Police Department, Sandusky County Juvenile Court, Firelands Counseling and Recovery Services, The Mental Health and Recovery Services Board of Seneca, Sandusky and Wyandot Counties and the Sandusky County Health Department are integrally involved in continuing the SPF SIG work in Sandusky County.

Terra State College is one of the greatest strengths as they are committed to support and continue with Alcohol related awareness and education in the classroom and at student events for their 18-25 year old student population centered around legal and responsible drinking.

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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?
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- Through the Sandusky County Health Department and the Prevention Partnership Coalition's SPF efforts we have increased our internal operational capacity by raising awareness of alcohol use within the 18-25 year old Sandusky County population. Prevention has always been a priority; this has been expanded to include the 18-25 year old population.
 - Our operational capacity has increased through the SPG SIG process bringing in broader partners and increasing collaboration within our established networks. These partners play a major role in our sustainability, including Terra State College and The Mental Health and Recovery Services Board of Seneca, Sandusky and Wyandot Counties.
 - Resources necessary to sustain the initiative include continued implementation of our media strategy throughout Sandusky County and at Terra State College. Terra State College is integrally involved in the facets of the media strategy implementation and is central to sustainability.
 - The Prevention Partnership Coalition will rely on our core leadership team to sustain our media strategy and positive outcomes. Media and Marketing strategies devoted to the legal and responsible use of alcohol will be used to strengthen positive outcomes.

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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?

Sandusky County has focused on a media strategy highlighting the legal and responsible use of alcohol as a result of its established commitment to disseminate prevention information. This media strategy builds on and extends our current work in Sandusky County within the 18-25 year old population. This strategy takes a county-wide approach including our Coalition partners and the 18-25 year old population in Sandusky County. Our SPF initiative will be sustained through the Prevention Partnership Coalition, Terra State College, The Mental Health and Recovery Services Board of Seneca, Sandusky and Wyandot Counties and all our committed local partners.

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