



Creating a Sustainability Plan for your 21CCLC Program: Developing and Writing the Plan

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Session Outcomes

- Discuss formats for a written sustainability plan and strategies and tools for writing a plan
- Explore a range of financing strategies to inform the strategic financing section of the written plan
- Provide participants opportunities to share program ideas, lessons learned

Agenda

1. Review the sustainability planning framework
2. Steps and considerations in writing the sustainability plan
3. Special focus: the strategic financing section of the written plan
4. Questions and next steps

Planning for Sustainability

- Module I: Building a Sustainable Initiative
- Module II: Creating a Vision and Results Orientation
- Module III: Creating a Strategic Financing Plan
- Module IV: Building Organizational Capacity and Community Support
- Module V: Writing the Plan

Steps in Writing the Plan

For your written plan, determine:

1. What are the planned goals, purposes, and uses?
2. What format should your it take (based on the goals and uses)?
3. What is the writing schedule?
 - Over what timeframe will it be written?
 - Who should do the writing?

Step 1: Goals, Purposes, and Uses

A well-written plan can help to...

- Manage your work
 - Maintain focus on vision and results
 - Monitor implementation of strategies
- Publicize your work and develop support
 - Include language from plan in marketing materials
 - Share the plan with potential supporters and champions
- Secure new funding
 - Include language from plan in funding proposals

Step 2: Formats for Your Plan

Choose a plan format that...

- “Speaks” to *your* stakeholders.
- Offers enough length to provide a way forward for your program, but not too long.
- Is digestible yet actionable. Your program’s plan could take the shape of a:
 - Short written narrative
 - Highly graphic action plan
 - PowerPoint presentation



Step 2 (cont' d): Sample Outline

1. Introduction and background of your 21CCLC program
2. History, progress and future plans
3. Achieving your 21CCLC program goals: strategic considerations
4. **Strategic Financing plan**
5. Action plan and timetable

Sample sustainability plan outline and tools can be found at: <http://oregonask.org/drupal/node/77>

Step 3: Develop a Writing Schedule

1. Assemble a workplan for writing the plan, with specific deadlines and writing assignments.
2. Review existing documents that can support the writing process (*see box, right*).
3. Draft the plan. If the plan is being drafted by a subcommittee or outside individual, schedule at least one mid-point check in with the full LST.
4. Finalize the plan. Adopt the plan and celebrate!

Examples of Documents to Assemble:

- Past 21CCLC and other grant reports
- Past strategic plans, if applicable
- Language from your website, if applicable
- Past annual reports
- Excerpted information from parent/community brochures



Step 3 (cont' d): Resources for Writing

- **Afterschool Alliance: research, e.g. supply and demand data, voter surveys** – <http://www.afterschoolalliance.org/researchTopics.cfm>
- **OregonASK** - <http://www.oregonask.org/> Note especially OregonASK's recent funding guide publication
- **Oregon Center for Public Policy (the State Fiscal Analysis Initiative affiliate for Oregon)** –<http://www.ocpp.org/>
- **Profile and Performance Information Collection System (PPICS): reports, e.g. APR report for Oregon** – <http://ppics.learningpt.org/ppicsnet/public/default.aspx>
- **The Finance Project Sustainability Planning Workbook** – <http://www.financeproject.org/publications/workbookbrochure.pdf>



An Effective Strategic Financing Plan...

- Is informed by an analysis of projected resource gaps
 - *In what areas* do you anticipate need(s) for fiscal and non-fiscal resources? (e.g. new programming, staff, transportation, etc.)
 - *When* do you anticipate gaps? (e.g. next year, at the end of this grant cycle, etc.)
- Clearly articulates the funding sources and financing strategies planned to fill the gaps
- Demonstrates the rationale and implementation plan behind selected sources and strategies



Five Financing Strategies

1. Make better use of existing resources
2. Maximize public funding
3. Build public-private partnerships
4. Create additional flexibility in existing funding streams
5. Develop new dedicated revenue streams

Relevant resource:

[Thinking Broadly: Financing Strategies for Youth Programs](#)

5. New Dedicated Revenue

- Generate business income through the sale of products or services
- Charge user fees
- Pursue community fundraising activities

Relevant resource:

[Beyond the Checkbook: A Financial Management Guide for Leaders of Small Youth-Serving Organizations](#)

5. New Dedicated Revenue: (a) Business Income

Types of Revenue:

- Related business income – goods and services
- Unrelated business income – goods and services

Questions to ask:

- What are our unique strengths? What can we sell?
- What goods/services are needed in our community?
- How strong are our financial management systems?

5. New Dedicated Revenue: (b) User Fees

Fees related to:

- Children and youth program attendance
- Adult programming, if offered

Questions to ask:

- How would charging user fees impact our other current funding streams?
- How strong are our financial management systems? Do we have the processes in place to collect

5. New Dedicated Revenue: (c) Community Fundraising

Approaches:

- Events
- Online campaign(s)
- Social media campaign(s)
- Other

Questions to ask:

- What is the “business model” for this type of fundraiser? What is its track record for generating revenue?
- What kinds of resources are needed to execute this approach effectively (expertise, staff, partners, seed money)?



4. Create Additional Flexibility in Existing Funding Streams

- Provide information and ideas to funders and policymakers to modify rules and regulations to improve the funding climate

Relevant resource:

[Snapshots of Sustainability: Profiles of Successful Strategies for Financing OST Programs](#)



3. Public-Private Partnerships

- Build public will by supporting advocacy and public engagement activities
- Join forces with other local providers that share common interests

Relevant resources:

[Forming Partnerships to Meet Administrative Needs of Youth-Serving Organizations](#)

[A Guide to Successful Partnerships for OST and Community School Initiatives](#)

2. Maximize Public Funding

- Leverage public funds by providing resources to meet matching or challenge grants
- Respond to grant announcements from public agencies

Relevant resource:

[Getting the Grant: A Guide to Securing Additional Funds for Education and Safety Programs](#)

1. Make Better Use...

Examples:

- Accessing economies of scale, e.g. bulk or joint purchasing
- Cutting costs, e.g. renegotiated terms for space or shared staff
- Improving internal management decisions

Relevant resource:

[Cutting Costs, Keeping Quality: Financing Strategies for Youth-Serving Organizations in a Difficult Economy](#)

What's Next?



Immediate future:

- Use the materials referenced here (and saved to the OregonASK website) to support your LST meetings and sustainability plan development.
- Contact OregonASK and The Finance Project with questions.
- Please take the survey sent by Mary & Danielle re: future VISTAs.

This summer:

- Opportunity to engage Mayors at the upcoming Mayoral Summit on July 26 in Florence, Oregon.



21CCLC Sustainability Planning Webinar Series

- Community Engagement for Sustainability – May 4, 2011
- Introduction to a Strategic Financing Framework – January 19, 2012
- Developing and Writing the Plan – March 14, 2012

**All webinar recordings and materials are archived at:
<http://oregonask.org/drupal/node/77>**



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