

Coaching Call #2

Cultural
Competency

Sustainability

Everything else!

Strategic Prevention Framework

Tips for maximizing the SPF
& avoiding common pitfalls

Developed for the Iowa Department of Public Health, Bureau of Substance Abuse
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Cultural Competency & Health Equity

Health equity: “the realization by all people of the highest attainable level of health. Achieving health equity requires valuing all individuals and populations equally, and entails focused and ongoing societal efforts to address avoidable inequalities by ensuring the conditions for optimal health for all groups.”

Adewale Troutman, Health Equity, Human Rights and Social Justice: Social Determinants as the Direction for Global Health

Health inequities: “differences in population health status and mortality rates that are systemic, patterned, unfair, unjust, and actionable, as opposed to random or caused by those who become ill.”

Margaret Whitehead, *The Concepts and Principles of Equity and Health*

From *The MAPP Users Handbook*



RATE



PREVALENCE



INCIDENCE



BURDEN

Contextual
Conditions

History

Social Norms

Economy

Geography

Demographics

Politics

Culture

Policies

Relationships

Resources

Beliefs &
traditions

Socio-
economics

Intervening Variables

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Environmental Examples



Access



Laws, policies
& regulations



Enforcement



Practices



Promotion



Culture &
norms

Intervening Variables



Social Determinant Examples



Access to health care



Access to economic & job opportunities



Access to food & safe housing



Access to education



Access to transportation



Health & language literacy



Discrimination & racism



Physical barriers



Exposure to crime, violence, social disorder & other harms

Intervening Variables

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System
Examples



Funding
requirements



Relationships &
trust



Leadership
transitions



Workforce issues



Resources



Political will



Communication



Infrastructure



Influence

Factors in Sustainability Planning



- Vision
- Results orientation
- Strategic financing orientation
- Adaptability to changing conditions
- Broad base of support
- Key champions
- Strong internal systems
- Sustainability plan

~The Finance Project

Key Elements of a Sustainability Plan



- Executive summary
- Overview
 - History, progress and future plans
 - Strategic considerations
- Finance plan
 - Fiscal needs
 - Strategies for securing resources
- Implementation plan
- Appendixes

Appendix A: Needed Scope and Scale of Strategies

Strategies & activities to be sustained (includes description of current sites, scope, & funding sources)	Scale to be sustained (E.g., # of persons served, # of sites, range of activities, target populations)			Time period for strategies & activities to be sustained
	2020-2021	2021-2022	2022-2023	
Strategy A	No expansion of sites- all areas are covered; increase range and scope of activities to increase the # of sessions 50% over 3 years & attract more volunteers; assume 10-12 students per session	No expansion of sites; increase from 2 to 3 sessions in Alpha City; sustain 1 session each in Beta, Syracuse; & Palmyra	No expansion of sites; increase from 3 to 4 sessions in Alpha City; increase to 2 sessions in Syracuse; sustain Palmyra & Beta	Re-evaluate at end of year 3 to consider whether new curriculum is needed, or new "mobilizer" is appropriate
Strategy B	Increase scope & range of activities to bring on Apple Valley; adjust target population in Syracuse & Palmyra to increase participation 50%.	Increase Alpha City participation by 25%; move into elementary level in Syracuse and Palmyra	Increase Alpha City participation 50%. Sustain middle school and elementary level in Syracuse and Palmyra	Continue indefinitely in partnership with Agency A
Strategy D	Use resources to cultivate a place for this somewhere in the community and mobilize existing trained coalition members.	Use resources to cultivate a place for this somewhere in the community and mobilize existing trained coalition members.	Place established for implementation of program	Passing baton

Appendix B: How Much Will it Cost?

Strategies & activities to be sustained (includes description of current sites, scope, & funding sources)	Scale to be sustained (E.g., # of persons served, # of sites, range of activities, target populations)											Time period for strategies & activities to be sustained	
	2020-2021				2021-2022				2022-2023				
	Recommended Scale	Total Costs	Available Resources	Gaps	Recommended Scale	Total Costs	Available Resources	Gaps	Recommended Scale	Total Costs	Available Resources		Gaps
Strategy A	Administrative – inc. admin, fiscal & board support – 144 hrs/yr. @ \$30/hr.	\$ 4,320.00	\$ 4,320.00	\$ -	Administrative – inc. admin, fiscal & board support – 144 hrs/yr @ \$30/hr.	\$ 4,320.00	\$ 4,320.00	\$ -	Administrative – inc. admin, fiscal & board support – 144 hrs/yr. @ \$30/hr.	\$ 4,320.00	\$ 4,320.00	\$ -	Re-evaluate at end of year 3 to consider whether new curriculum is needed, or new “mobilizer” is appropriate
	Clerical Support - 300 hrs/yr @ \$12.50/hr.	\$ 3,750.00	\$ 3,750.00	\$ -	Clerical Support - 300 hrs/yr @ \$12.50/hr.	\$ 3,750.00	\$ 3,750.00	\$ -	Clerical Support - 300 hrs/yr @ \$12.50/hr.	\$ 3,750.00	\$ 3,750.00	\$ -	
	Coordinator - .5 FTE	\$ 14,500.00	\$ 14,500.00	\$ -	Coordinator - .5 FTE	\$ 14,875.00	\$ 14,875.00	\$ -	Coordinator - .5 FTE	\$ 15,250.00	\$ 15,250.00	\$ -	
	Site Facilitators – 5 sites @ \$1,500 = \$7,500	\$ 7,500.00	\$ -	\$ 7,500.00	Site Facilitators – 6 sites @ \$1,500 = \$9,000	\$ 9,000.00	\$ -	\$ 9,000.00	Site Facilitators – 6 sites @ \$1,500 = \$9,000	\$ 9,000.00	\$ -	\$ 9,000.00	
	Operating - \$12,000	\$ 12,000.00	12000	\$ -	Operating - \$12,000	\$ 12,000.00	\$ 12,000.00	\$ -	Operating - \$12,000	\$ 12,000.00	\$ 12,000.00	\$ -	

Appendix C: Potential Funding Sources for Financing New & Existing Strategies

Strategies/ Activities		Potential Resources	
Major Strategies & Activities	Current source of funding/in-kind contribution (+) (-)	Future sources of funding or in-kind contribution (+) (-)	Timeframe funding is available
Strategy A	<p>Federal Grant A through Sept. 2020; schools can't step in w/out increasing costs; (-) low # of youth served</p> <p>2020-21: no gaps 2021-22: \$7,500 gap 2022-23: \$9,000 gap</p>	<p>Federal Grant B: (-) short time frame; (-) may be cut by feds; (+) it fits guidelines and (+) has a good track record; (+) boosts accountability; (-) we would be competing with other school activities; (+) wouldn't add additional programs.</p> <p>Federal Grant C: (+) we are already structured to be competitive; (-) major political uncertainties; long time frame; (+) good fit; (-) high administrative burden; (+) wouldn't add additional programs; (+) would fund sustainability strategies;</p> <p>Federal Grant D: (-) Too many restrictions and requirements</p> <p>Fees: Consider tacking on a fee at the beginning of the school year and include scholarships or do a voluntary fee or sliding scale; (+) sense of ownership; (+) common practice; (+) speaks to confidence with program; (-) layers of fees would need board approval; waivers add costs to schools (-) whereas collecting fees offsite would make its purpose clear (+)</p> <p>Corporate sponsors: (+) get sponsors for full program.</p> <p>Discount or sharing funds from food & restaurant vendors: For vendors we use – e.g. every 10th pizza; (-) burden of “pestering”; (+) maybe do it one time/year instead; (-) avoid piecemeal approach; (+) calculate annual purchases and offer as evidence to leverage donations.</p> <p>Look beyond businesses that provide products: (+) sponsorship for a time-limited period with high visibility (signage or T-shirts with business' logo); (+) offer exchange opportunity where corporate reps come in and orient youth to workplaces (e.g. “This is what we do at American Meter.”)</p> <p>Approach corporate sponsors and ask their preference: Prefer to sponsor something specific or be a donor generally? Build off of donors as a competitive or civic role (“Support because ____, ____, ____ are.”)</p> <p>Local foundations: (-) only 1-yr time frames; (-) coffers are not full; (+) low admin burden and (+) no-restrictive;</p> <p>United Way: (-) uncertain relationship; (+) low admin burden and (+) non-restrictive; (-) iffy continuity; (+) a little easier to request;</p> <p>Other local foundations: (+) low admin burden and (+) non-restrictive; (+) good track record;</p> <p>Fundraisers: (+) good track record with golf tournament; (-)(+) \$3,000; (+) good relationship building</p> <p>Cash reserve: (-) depletes it</p> <p>Should we have a conversation with people in the system to seek resources through the system? There is a legislative edict to create a Juvenile Services Plan through a coalition, but it is not the Coalition's responsibility to put Strategy A into place. (+) no funding needed, conversation only.</p>	<p>5 years (+)</p> <p>3 years (+)</p> <p>5 years (+) 1 year (-)</p> <p>1 year (-) 1 year (-)</p> <p>1 year (-)</p> <p>Unknown</p> <p>1 year generally 1 year generally 1 year generally</p>

Appendix D: Future Funding Strategies

Funding Source	How much does it generate?	What's the administrative burden?	What's the time frame to realize revenue?	Does it diversify portfolio?	Can we use the source to meet specific fiscal needs?	What are the political considerations?	Priority Source to Access
Public Sources							
Federal Grant A	Maybe \$100,00/year for 5 years	High – very detailed application & reports	Approx. 7/1/20	No – federal funds	Yes	Questions about how/when sub-grants will be funded	
Federal Grant B	\$50,000-\$100,000 year for 5 years	High – very detailed application & reports	7/1/08	No – federal funds	Yes, but there are very specific guidelines that must be met	Relationships & meeting low-income criteria	
Children & Families Foundation	Project grants guessing - \$15-\$25,000	Somewhat high-difficult application process	Fund annually most years	Yes – state funds	Yes, if the strategy is for child abuse prevention	Relationship with funder would be helpful	
County Extension	Up to \$500 per county (\$100 per event)	Low – letter only	Available annually with a federal fiscal year	No	Yes, for Family Night Out	Need to include daycare providers in events funded through this resource.	
ABC County	Up to cost of juvenile service provided	Moderate – accountability measures need to demonstrate effectiveness	Annually with state fiscal year	No	Yes, for Juvenile Diversion program	Positive relationships with County Attorney & commissioners	
Private Sources							
Foundation A	Gave us \$5,000 last year	Low – letter only	Probably 1-3 months	Yes	Yes, likes to fund children's programming	Focus request where we need \$ most.	
Foundation B	Up to \$25,000	Low – 2-page application & letter only	Due May 2020 – revenue rec. 9-12 months later	Yes	Yes	How much additional funding would they likely provide as we already receive largest % of annual support?	
Other Sources							
Develop a list of the 100 most influential people in community	Undetermined	Time of the sustainability team to complete the task	Not yet determined	Yes	Desired outcome would be people who could <i>connect</i> us with needed human and financial resources	Time from group members to make contacts once list is developed	
Develop corporate sponsors	Undetermined	Time consuming to make numerous direct contacts	Not yet determined	Yes	Best suited for direct youth services	Multiple asks from community of local businesses	
Develop fee-for-services schedule & scholarship program	Undetermined	Collecting fees, scholarship applications	Not yet determined	Yes	Best suited for After School Club	Perception of parents about fee-for-service, impact on registrations and attendance	

Appendix E: Sustainability Work Plan – Org. Development

Strategy	Activity/Task	Responsibilities	Timeline	Completed
VISION: Raise public awareness of coalition and county-wide efforts	Educate public; launch campaign that defines who is doing what & why; first us; then everyone else.	ABC County Coalition	Year 1	
	Produce annual report(s) and marketing materials		Year 2	
	Initiate coordination of county efforts		Year 3	
RESULTS ORIENTATION: Serve as a clearinghouse to collect data and inform public of results in a user-friendly way	Integrate needs assessment, program evaluation, and community mobilization	ABC County Coalition	Year 1	
	Emphasize “user friendly” delivery of information		Year 2	
STRATEGIC FINANCING ORIENTATION: Secure funding that balances public dollars to support county-wide community infrastructure and private dollars to support programs	Recruit and train/prepare people who will raise funds; explore establishing a coalition finance subcommittee to delineate and report coalition fiscal matters, and coalition and program revenue and expenses	ABC County Coalition	Year 1	
	Increase the number of coalition members generating private funds.		Year 2	
	Braided or pooled funding streams (leveraging support from other local agencies, organizations, & other private sources) to change the ratio of funding sources from 95/5% public grants to 90/10% year one, 85/15% year two, & 80/20% year 3		Year 3	
BROAD-BASED COMMUNITY SUPPORT: Clarify and convey message to engage and diversify support and involvement	Clarify message	ABC County Coalition	Year 1	
	Identify targets for disseminating/sell		Year 2	
	Deeper diversity of knowledge and support		Year 3	

Appendix E: Sustainability Work Plan – Org. Development

Strategy	Activity/Task	Responsibilities	Timeline	Completed
KEY CHAMPIONS: Connect with local foundations/funders and empower parent and youth champions	Identify existing champions and then identify new champions	ABC County Coalition	Year 1	
	Develop a plan to define Coalition's value and implement plan		Year 2	
	Role and empowerment of champions in place		Year 3	
ADAPTABILITY TO CHANGING CONDITIONS: Identify benchmarks related to status and direction that keeps eyes on horizon and potential	Identify/formalize ways to tap into different horizons – public policy, legislative, federal government, local government – to ascertain what is happening and what the is the potential	ABC County Coalition	Year 1	
	Hard wire information into strategic planning		Year 2	
	Develop an emergency response process		Year 3	
STRONG INTERNAL SYSTEMS: Develop operational guidelines	Identify who is involved in formalizing Coalition internal policies and procedures	ABC County Coalition	Year 1	
	Develop policies and procedures		Year 2	
	Institute/document/institutionalize policies and procedures		Year 3	
SUSTAINABILITY PLAN: Formalize and clarify relationship/role with Healthy Communities Coalition	Implement what is decided through joint discussion among coalitions	ABC County Coalition	Year 1	
	Develop process for regular revisiting of sustainability plan		Year 1	
	Maintain review process		Year 2 & 3	

Appendix E: Sustainability Work Plan – Focus Areas

Strategy	Activity/Task	Roles & Responsibilities	Timelines	Actual Date Completed
Strategy A				
Strategy B				
Strategy C				

Additional Discussion Questions

- Did these webinars generate any new ideas of how to think about or approach your work? If so, what were they?
- What additional advice or support would you like to have about:
 - Assessment
 - Mobilization/capacity
 - Strategic planning
 - Implementation
 - Evaluation
 - Cultural competence
 - Sustainability
- Is there anything related to the SPF that hasn't been addressed that you'd like to discuss?

Thank You!

It's been fun
working with you!

Mary Ellen & Laurie

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Laurie Barger Sutter