



Introduction to a Framework for Sustainability Planning for Lifespan Respite Grantees and their Partners

ARCH National Respite Network
and Resource Center

Webinar
May 30, 2012



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- **Raised hand** – to ask a question
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Welcome



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Welcome



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About The Finance Project

- The Finance Project is a specialized non-profit research, technical assistance and training firm for public and private sector leaders nationwide.
- **Mission:** To support decision making that produces and sustains good results for children, families and communities.



Goals for Today

- Provide a framework that grantees and their partners can use to design sustainability plans.
- Help grantees and their partners consider how to benchmark their progress toward sustainability.
- Provide tools to support the development of a strategic financing plan.



What is Sustainability Planning?

- The process of sitting down to develop ***specific strategies*** and an ***action plan*** to help ensure the sustainability of respite services.
- Includes considering a full range of resources and competencies—financial, political, administrative, managerial—needed to meet short- and long-term goals.



Key Elements of Sustainability

1. Vision
2. Results Focused
3. Strategic financing orientation
4. Adaptability to changing conditions
5. Broad base of community support
6. Key champions
7. Strong internal systems
8. Sustainability plan



1. Vision

- Know what you want to sustain and how your vision aligns to community-based respite care services in your state.
- Know what you mean by sustainability:
 - Scope of activities.
 - Scale of operations.
 - Timeline.



2. Results Focused

- Be clear about the outcomes you want to achieve to support respite care services and systems.
- Use indicators and performance measures to track progress and improve your work:
 - *Outputs* – # of family caregivers.
 - *Outcomes*– Expand the delivery of planned and emergency respite services.

3. Strategic Financing Orientation

Have a clear sense of the cost of your activities and develop strategies to secure those resources by:

- Knowing what you want to fund.
- Matching funding requests to the priorities of funders.
- Seeking diverse funding.



4. Adaptability to Changing Conditions

- Monitor announcements about opportunities for funding
- Consider new ways to frame your work to interest different funders.
- Participate in collaborative advocacy to encourage change.



5. Broad Base of Community Support

- Develop a brand to create a desired identity.
- Encourage involvement of family caregivers and other recipients of respite services.
- Support public education and engagement.
- Build partnerships that foster collaboration and integration.

6. Key Champions

- Identify key decision makers and opinion leaders.
- Develop an effective outreach plan.
- Cultivate a broad base of champions:
 - Elected state and city leaders
 - Business and community leaders
 - Staff and volunteers
 - Respite recipients (family members, foster parents or other adults)
 - Philanthropists



7. Strong Internal Systems

- Involve the people you need to carry out your mission: workers, state leaders, volunteers, etc.
- Develop strong fiscal and performance management systems.
- Use these systems to review strategies, document outcomes, track costs, and make changes as needed.



8. Sustainability Plan

- Develop or expand on a comprehensive plan that takes account of short- and long-term needs.
- Identify challenges and/or obstacles.
- Identify strategies to garner needed resources and overcome challenges.
- Identify and communicate with key partners.



Poll Question 1

Which of the eight elements of sustainability is a particular *strength* of your state respite care system?



Poll Question 2

Which of the eight elements of sustainability do you feel you need *improvement* for your state respite care system?

Self-Assessment Tool

The Sustainability Self-Assessment is a diagnostic tool. It can help you:

- Assess where you are.
- Identify strengths and think about how to improve other areas.
- Determine where planning time would best be allocated.

ELEMENT ONE: Vision						
The initiative's leaders know what they want to sustain.						
	1	2	3	4	5	Comments
A. The initiative's leaders have developed a clear vision for their work.						
B. The initiative's leaders have developed a process to determine what is to be sustained, and by whom.						



Assemble a Planning Team

Steps to develop a planning team:

1. Invite key stakeholders to participate in a sustainability committee or task force.
2. Set an agreed-upon meeting structure and schedule.
3. Assess what strengths can be built upon to address areas of improvement.
4. Develop a work plan that aligns with your project goals.



Developing a Strategic Financing Approach

1. What do you want to sustain?
2. What are the fiscal and non-fiscal needs?
3. What resources do you currently have to fill those needs?
4. What are your resource gaps?
5. What monetary and non-monetary sources and strategies are best suited to help fill your gaps?



Purpose of a Strategic Financing Approach

- Link the cost and resource estimations to the goals defined in your program plans.
- Identify the range of fiscal and non-fiscal resources needed to support your programs over a defined timeframe.
- Align fiscal resources with the activities and services that you want to finance.
- Clarify and prioritize which financing strategies best match your goals.

1. Clarify What to Sustain

- **Scope of program:** e.g., staffing plan, standards of quality, program coordination and integration.
- **Scale of activities and services:** number of caregivers, number of programs, data collection.
- **Ramp-up Assumptions:** If you are expanding, over what period of time? With what benchmarks?

Worksheet 1: Clarify What to Sustain

Services and activities that you want to sustain within your program.	What scale are we aiming to sustain? (for example: number of programs, number of caregivers, range of activities, outreach/marketing)			Over what time do we want to sustain?
	Year 1	Year 2	Year 3	

2. Estimate Fiscal Need

- **Program costs**: both start-up and operating
- **Infrastructure costs**: staff compensation, data and evaluation, communications, professional development, equipment, etc.

Worksheet 2:

Determine the Program Cost

Cost Assumptions:

Type of Service or Activity:

Number of Caregivers Served:

Number of Sites:

Timeframe:

	Program Element	Estimated Costs
Start up Costs		
- Planning		
- Community Assessment		
- Initial Staff and Volunteer Recruitment and Training		
- Equipment and supplies		

3. Map Current Resources

- What are your current funding sources (cash and in-kind)?
- How flexible are the resources?
 - Are they restricted to specific activities?
 - Can they be redirected to other purposes as needed?
- How durable are the resources?
 - Over what time period will they be available?
 - Will they be automatically renewed?
 - Are there funding sources that are at risk of being cut or reduced?
- How robust is the project's overall funding mix?
 - Is there a balance of public and private funding, short- and long-term support, restricted and flexible resources?



Poll Question 3

What three sources of funding support your Lifespan program other than the federal grant?

Worksheet 3: Map Available Resources

Activity/ Service	Source (Funding or In-Kind)	Level of Support	Funding Period (End Date)	Notes (e.g. restrictions on funding, other funding detail, confirmed or likely funding source, etc.)

4. Assessing Resource Gaps

Current resources - estimate of costs =
Gap or Surplus

Pinpoint the nature of the project's funding needs:

- What goal, activities/services or infrastructure?
- What categories of spending (e.g., staff salaries)?
- What timeframes (e.g., next year or longer-term)?

Worksheet 4: Assess the Resource Gaps

Major Services or Activities	Next Year			2 Years		
	Total Costs	Available Resources	Gaps	Total Costs	Available Resources	Gaps

5. Identifying Financing Strategies

1. Make better use of existing resources
2. Maximize federal, state and private revenue
3. Build public-private partnerships
4. Create more flexibility in existing funding
5. Develop new and creative revenue streams

Suggested Process

- Clarify what you need and when
- Review current mix of fiscal and non fiscal resources
- Assess project's ability to adopt a new strategy
- Determine what financing strategies are most appropriate for your project



Takeaways

- Use the 8 elements to begin or strengthen your approach to sustainability planning.
- Clearly identify the scope and scale of your programs to lay the groundwork for your strategic financing plan.
- Know the estimated cost of your program and what resources you need to accomplish your goals.

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Caregiver Programs
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This project is supported, in part, under a grant from the U.S. Department of Health and Human Services, Administration on Aging. Grantees undertaking projects under government sponsorship are encouraged to express freely their findings and conclusions. These contents, however, do not necessarily represent the policy of the U.S. Department of Health and Human Services and endorsement by the Federal government should not be assumed.

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Thank you for joining us today!

Archived webinar available at
www.archrespite.org