

The background features abstract, overlapping geometric shapes in various shades of green, ranging from light lime to dark forest green. The shapes are primarily triangles and polygons, creating a dynamic, layered effect. The overall composition is clean and modern, with a focus on the central text.

RCO Sustainability Planning

Keeping the Doors Open for the Long-Term

A major challenge for RCO founders and directors is developing a mission-driven organization with a solid infrastructure that insures sustainability through economic and societal changes.

To accomplish this, leaders need to acquire the skills and resources for serving the mission while managing the organization and supporting its workforce.

Required Action Steps

- ▶ creating vision and mission statements
- ▶ establishing long-term goals and benchmarks for measuring progress
- ▶ developing strong internal systems to manage and govern effectively

Required Action Steps

- ▶ developing a financing plan that includes strategies to secure fiscal resources to accomplish long- term goals, determine cost estimates, and identify funding gaps
- ▶ building community support and cultivating key champions
- ▶ developing organizational capacity, including fiscal/accounting capabilities

Each step requires knowledge, skills, and resources that few individuals can garner on their own.

Most organizations need a leadership team or governing board that collectively has what it takes to lead the organization.

What does sustainability mean?

Sustainability refers to the durability and health of your organization in the long term.

Consistent improvement and support of your organization through continued funding, strong leadership, sound organizational structure, and effective programs.

Components of Sustainability:

- ▶ Succession Planning and Leadership Building
- ▶ Financial Planning for the Future
- ▶ Evaluation and Outcome Management

Succession Planning and Leadership Building:

- ▶ Planning for future leadership and organizational strength long after the original executive director (or founder), board of directors or other administrative staff move on.
- ▶ *Basically what happens to your organization if you are run over by a bus!*

Succession planning also involves:

- ▶ Enhancing staff ownership
- ▶ Preparing your organization for difficulties that may arise
- ▶ Demonstrating stability and security to funders and the community
- ▶ Building and strengthening the skill-set of your board and staff which will in turn enhance your resources

Succession planning also involves:

- ▶ Providing future leadership with an understanding of the original mission and values
- ▶ Enriching the organization with a variety of perspectives at all levels of management
- ▶ Familiarizing staff with each other's roles and responsibilities providing backup in someone's absence or when management is in transition

What should you be doing?

- ▶ Encourage and facilitate staff participation in development and leadership trainings - outside of organization
- ▶ Grow leaders - allow staff to develop abilities
- ▶ Cross-Train staff
- ▶ Who can fill in for ED as needed?

What should you be doing?

- ▶ Create Succession Plans: For Executive Director, Senior Staff, Board Members
- ▶ Examine scope of work (can anyone else reasonably do what you do?)
- ▶ Involve and inform stakeholders

?Question?

- ▶ What are your current succession and staff development plans?

- ▶ Or Hopes?

Financial Sustainability

Planning to provide \$ for an organization's survival and program delivery

Funders and donors want to see that you have a plan for financing your organization long after their gift, grant, or other funding has run out.

Things to consider:

- ▶ Build upon existing efforts and assets within your state, community, and your organization (i.e. similar programs, available funding, expertise etc.)
- ▶ Include your financial plan for future funding in your strategic plan, business plan, budget and grant proposals.
- ▶ Build partnerships at the local, state, and federal levels
- ▶ Network, Network, Network

Funding/Revenue Sources

- ▶ Single State Authority, Community Block Grants, Medicaid
- ▶ SAMHSA
- ▶ County/City government partnerships
- ▶ Earned Income

Funding/Revenue Sources

- ▶ United Way
- ▶ Community Foundations
- ▶ Corporate Support
- ▶ Individual Donors
- ▶ Rotary, Lions and other philanthropic clubs

Examples:

The Georgia Council on Substance Abuse:

- ▶ Majority of its funding from the SSA
- ▶ Earned income from Trainings, Technical Assistance, Consultation

FAVOR Greenville

2010 – 2012: Strategic Plan Development

2013: Completion of \$1.5 million Capital Campaign

2013: Beginning of annual campaign

Created a long-term fund development plan to ensure a diversity of funding sources

FAVOR Greenville Sources of funding:

- Individual donations
- Corporate Donations
- Members (phased out)
- United Way
- Community Foundations
- Other Social/Philanthropic Foundations

Personal information of visitors is stored for follow up by development contractor.

The Zone Marietta GA

Object is to create a balance of funding sources:

- 1/3 Private/Corporate Donations
- 1/3 Grants including: Govt and Foundations
- 1/3 Fundraising: Annual Gala

Plus earned income from Thrift Store and Coffee Shop

Partnership with the city for space

Program Evaluation and Outcome Management

Why?

- ▶ Funders and donors want to know how effectively you are using their money
- ▶ Outcomes more important than raw numbers

Program Evaluation and Outcome Management

- ▶ Collect data along the way to evaluate how effective your service/s and/or program/s are and to make improvements.
- ▶ Collect Stories
- ▶ Use evaluation as a tool to re-consider where and how funds should be allocated.

Program Evaluation and Outcome Management

- ▶ Keep funders, community partners, policymakers and stakeholders informed about the progress your organization is making through evaluation reports
- ▶ Continually evaluate your financial activities
- ▶ ***Don't ever forget to thank those who have supported you***

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- ▶ How would you envision your RCOs significant impact in the future?
- ▶ What three things would make this possible?

Presentation Source Material:

- “BUILDING SUSTAINABLE CONSUMER RUN ORGANIZATIONS:”

<https://www.dshs.wa.gov/sites/default/files/BHSIA/dbh/documents/SustainableCROs.pdf>

- “SUSTAINING GRASSROOTS COMMUNITY-BASED PROGRAMS: A TOOLKIT FOR COMMUNITY- AND FAITH-BASED SERVICE PROVIDERS”

<https://sites.ed.gov/aapi/files/2014/03/SAMHSA-Toolkit.pdf>

- “SUSTAINING PEER ORGANIZATIONS & RECOVERY COMMUNITIES IN A CHANGING HEALTH CARE ENVIRONMENT”

<http://store.samhsa.gov/product/Sustaining-Grassroots-Community-Based-Programs/SMA09-4340>