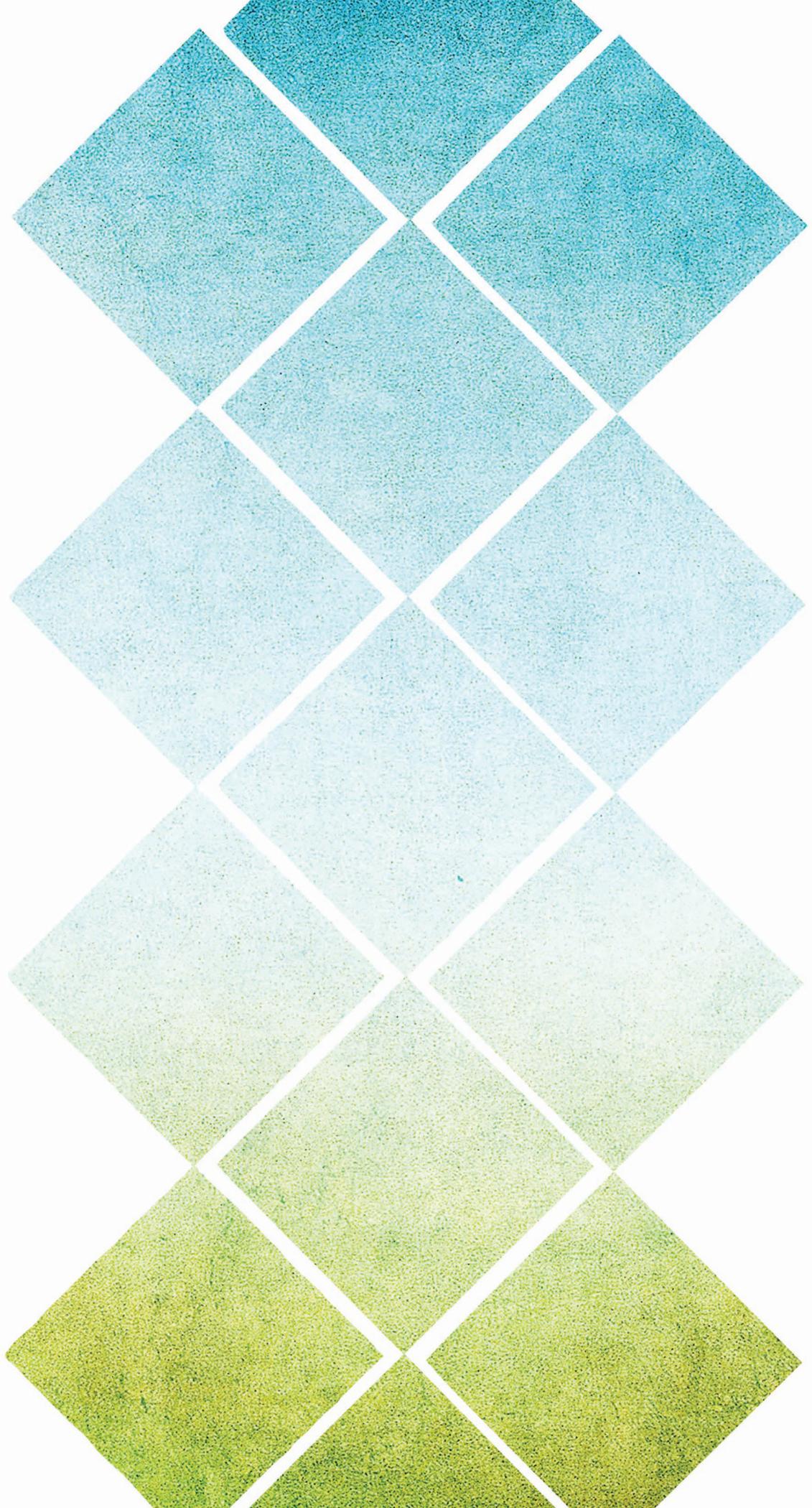


SUSTAINABILITY TOOLKIT

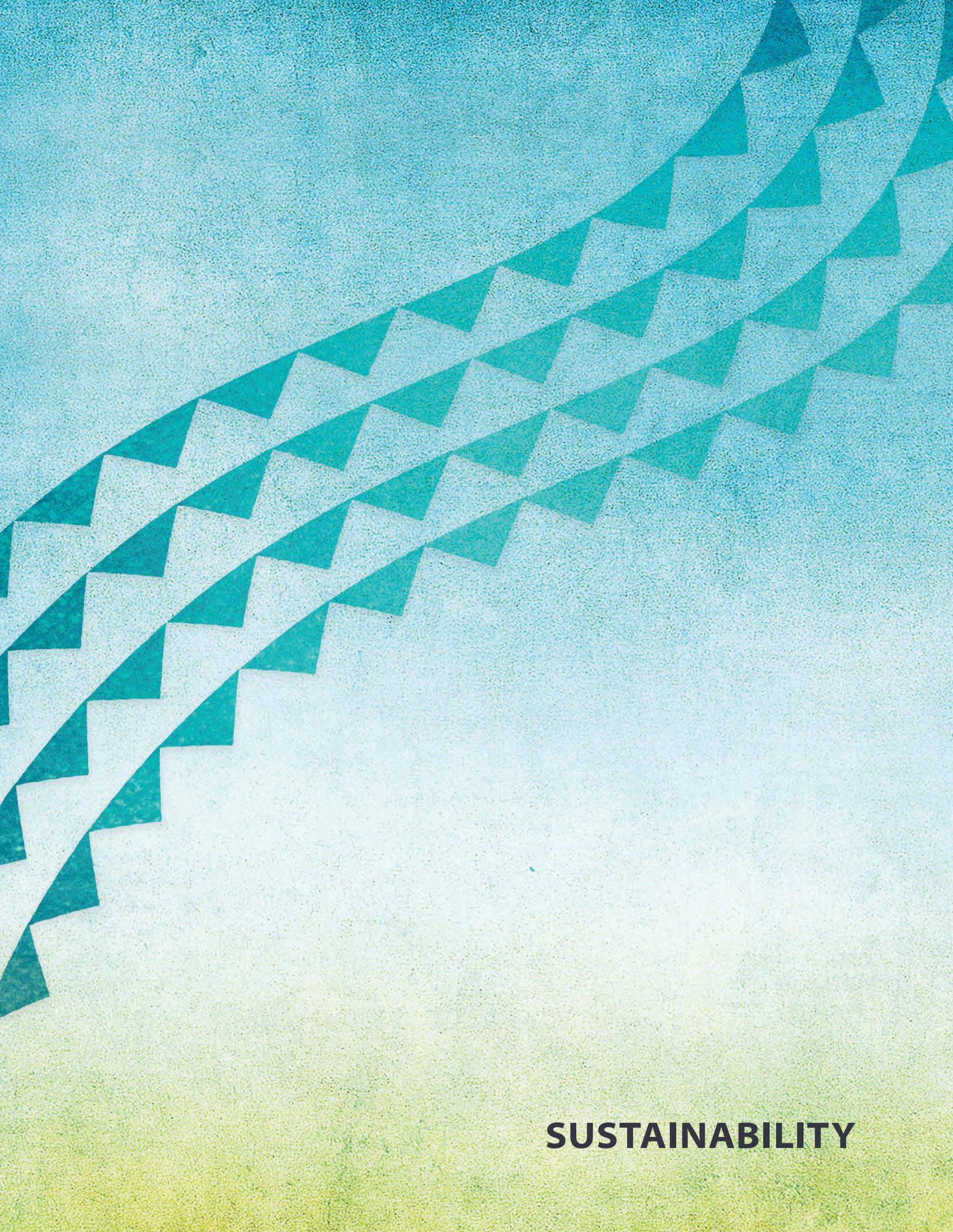
Resources and Tools to Assist Projects in Developing and Implementing Strategies for Sustainability





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SUSTAINABILITY

SUSTAINABILITY

I. INTRODUCTION

This toolkit is about “sustainability” of projects and project elements that are valuable to communities. According to the dictionary, sustainability means:

To keep in existence; maintain

- The ability of a system of any kind to endure and be healthy over the long-term. A “sustainable society” is one that is healthy, vital, resilient, and able to creatively adapt to changing conditions over time.
- The ability of an organization to develop a strategy of growth and development that continues to function indefinitely.

For our purposes, the most important elements of this definition are the focus on maintaining long-term benefits and the application of the concept of sustainability to native community-based settings.

We often associate sustainability with the first of those elements—long-term community benefits. But in many instances, providing long-term benefits for the community and community members requires long-term increases in organizational capacity. So continued community benefits and sustained organizational capabilities usually are linked. Sustaining both of these components is part of the planning, implementation, monitoring, and evaluation cycle.

There are a number of ways to transform a start-up project into a project or set of project elements that will provide long-term positive change in the community.

The strategies for carrying out that transformation should be built into the project’s design. Sustainability is not an afterthought that we begin to work on as a project winds down. It is an essential component of the project’s design. Implementation, monitoring and evaluation of sustainability strategy elements along with implementing, monitoring and evaluating other key project elements that take place throughout the project cycle. We apply the project cycle dynamics, illustrated on the previous page, to the area of sustainability as part of project planning and operation and evaluation.

Although there is no approach to designing projects that guarantees their sustainability, sustainable projects have some characteristics that they share. Those characteristics include:

- A focus on achieving and maintaining long range goals set by the community.
- Movement of the project focus from treating symptoms to creating long-term positive change
- Sustainability that results from the process used in project development as well as because of the project’s design.

The toolkit includes a number of resources to support you in your design, implementation, and management of sustainability activities. The toolkit addresses five areas:

1. Planning for Sustainability

The resources include a guidebook on planning for sustainability, template for developing a sustainability strategic plan with an example of one department's sustainability strategic plan, and tools to assist you in identifying the areas your project and/or organization needs to work on to develop a comprehensive plan for sustainability.

2. Leveraged Resources

The resource is an exercise that you can do with other community and team members to identify the resources both within your community and outside of your community.

3. Volunteers

The resources include a guidebook on volunteer management, sample volunteer handbook, and tools to assist you in developing, implementing, and managing a volunteer program.

4. Partnerships

The resources include Partnerships: Frameworks for Working Together developed by the DHHS Compassion Capital Fund and tools to identify the appropriate partners and resources you can leverage through the partnerships.

5. Social Entrepreneurship

The resources include tools for self-assessment of potential opportunities and the Administration for Native Americans Social Entrepreneurship Toolkit.

II. PLANNING FOR SUSTAINABILITY

A. Community Based Planning

Sustainability is as much a result of the process used in project development as it is a result of the project's design. Who you involve in developing the project and the role of each participant in project development is a factor in determining project sustainability. The community's support for and involvement in project development results in the support for and involvement in project continuation. It is the result of community members articulating what they want to have in place as social, economic, governmental and community norms when they describe long range goals, defining problems standing in the way of achieving those goals, and developing projects to remove those problems.

So when developing plans for involving the community in planning activities, think about strategies for engaging them in long range goal development, in defining the problem to be addressed by a specific project as well as in development of project design. Community involvement does not mean that we hold a meeting to inform the community about what we intend to do: community involvement and community based planning means we take direction from the community in long range goal, problem statement, and project development. Without ongoing involvement, active community support for the project (a major factor in sustainability) often does not occur.

Additional information on planning for sustainability and project design can be found in the [Planning Guidebook and the Administration for Native Americans Project Planning and Development Manual](#)

B. Sustainability Strategic Plan

Strategic planning for sustainability is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results, and assess and adjust the organization's direction in response to a changing environment. It is a disciplined effort that produces fundamental decisions and actions with a focus on the future. Effective strategic planning articulates not only where an organization is going and the actions needed to make progress, but also how it will know if it is successful. A plan is a map that makes the organization more efficient and more effective by focusing the organization's energy and resources on the organization's goals and outcomes to ensure sustainability.

The plan not only informs staff of what the sustainability goals are and why they are important but it also informs other organizations, agencies, and community members what you are trying to accomplish. Often times there are others that can help and support the achievement of sustainability goals if they know what they are.

Detailed below are the components of a sustainability strategic plan.

1. Executive Summary

The executive summary introduces the organization, explains the process that was used to develop the sustainability plan, and summarizes the plan.

2. Mission and Vision

The mission or the organization or agency. This is important so that the community will know why it is important to secure the resources to ensure sustainability.

3. Core Values

The core values of the organization or agency provides the community with information and if other organizations, agencies, and community members share the same values they will support the organization.

4. History

Providing the history or the organization or agency will allow community members to see what has been accomplished and validates the need to continue providing the services.

5. SWOT Analysis

It is important to do an internal assessment of the organization's strengths, weaknesses, opportunities, and threats. This will allow the organization to build on their strengths, address their weaknesses, take advantage of opportunities, and mediate any challenges brought on by threats. A strength could be having excellent partnerships with potential resource providers. A weakness could be not having a good grant writer on staff. An opportunity could be the availability of foundation funding as the services you provide are now a priority for the foundation, and a threat could be you do not have the

human resources to devote to developing relationships with private businesses. It is important to be very honest when performing the analysis.

6. Goal

The goal of all sustainability plans is to secure the resources and perhaps expand the services that you are providing to the community long term.

7. Long and Short Term Objectives

The long term objectives will target outcomes that are five to ten years out and could be to increase revenues by 50 percent or to establish a for profit enterprise that supports the work of the organization. The short term objectives are typically one year and could be to develop the business plan for the for profit enterprise.

8. Strategy

The strategy will be the approach that will be taken to accomplish the objectives of the sustainability strategic plan.

9. Workplan

Supplement to the sustainability strategic plan one year workplans should be developed each year that align with the short term objectives to move the organization closer to the goal of sustainability.

Once the plan has been adopted by the Tribal Council or Board of Directors it is important to report on the progress monthly or quarterly to ensure adherence to the plan.

It is also important to update the plan annually to adjust for changes and to design and implement short term objectives for each of the long term objectives.

It is also important to share the sustainability strategic plan with partners, stakeholders, and the community. As previously stated, it is important for the community to know your plans and that will allow them to support your efforts.

Community Based Planning section of the tool has a template for a strategic plan and provides an example of a strategic plan.

Below are the resources and tools that are contained in the Community Based Planning section of the toolkit.

RESOURCES	TOOLS
<ol style="list-style-type: none"> 1. Designing Sustainable Programs Guidebook 2. Methods for Securing Community Input Into Planning 3. Pueblo of Nambe Sustainability Strategic Plan 	<ol style="list-style-type: none"> 1. Strategic Plan Template

III. LEVERAGED RESOURCES

A. Five Key Components for Leveraging Resources

A key element to sustainability of services is the leveraging of resources. The definition of leveraged resources is the ability to influence a system, or an environment, in a way that multiplies the outcome of one’s efforts without a corresponding increase in the consumption of resources. In other words, leveraging is doing more with less.

When looking at the communities that we serve there have never been enough resources to address all the challenges. One way to increase the impact is through leveraging of resources. Leveraging of resources allows you to multiply the limited resource base through creative approaches to addressing challenges in your community. When developing your plan for leveraging of resources:

1. Be creative, find alternative ways of doing things,
2. Take advantage of opportunities,
3. Develop strategic alliances,
4. Build local, regional, and national support

In leveraging resources you will want to develop a network of individuals, organizations, units of government, and businesses that work together towards a common goal. The Stanford Social Innovation Review Article “Five Steps to Building an Effective Impact Network” states to do this you will need to:

1. Clarify purpose.
2. Convene the right people,
3. Cultivate trust,
4. Coordinate actions, and
5. Collaborate generously

Clarifying the purpose is critical to identifying the right partners and securing their commitment to work together towards a common goal. Clarifying the purpose requires analyzing the challenges from different perspectives and finding shared values. This will allow all groups working together to commit to working together towards a common goal.

Bringing the right people together requires taking a look at individuals, organizations, government, and businesses that represent all parts of the local and extended community that have a vested interest in a common goal. They need to commit to getting things done and willing to work with others that represent a different segment of the community and committed to coordination and collaboration.

Cultivate trust does not mean that everyone has to agree all the time about how to do things but it does mean they will work together as they have shared values and are working towards a common goal. Sustained relationships are the foundation of all successful collaborative efforts and to accomplish this you must trust the groups that you are working with and they must trust you. Trust is the key for successful collaboration.

Coordinate actions by identifying and coordinating work that is already being done which allows you to leverage organizational resources, collaborate around common goals, and avoid duplication of efforts.

Collaborate generously is giving to others that you are collaborating with and not just taking or only giving in equal amounts. It is always looking for ways to work with others that support the common goal.

All of the above principles apply when we look at the three primary methods of leveraging resources.

1. **Volunteers.** Making volunteers an integral component of your organization or project.
2. **Strategic Partners.** Strategic partners are key to sustaining a project or organization.
3. **Social Entrepreneurship.** The assets of a project and/or organization might be able to be used to generate revenues for the project or organization just as Tribal enterprises many times support the operations of the Tribe.

B. Community Asset Mapping

In order to leverage resources you must first know where the resources are in your community and outside of your community. One way to do that is through community asset mapping which involves generating an inventory of community resources (individuals, associations, businesses, organizations, and institutions) that help create a community. The community asset mapping process identifies local resources that have the potential to support projects and services or provide funds including leveraged resources to use in project development and operation. By identifying the social, material, and financial assets in a community, a project developer documents local networks of resources to target when seeking a broader base of support and partnerships.

Building the project on a foundation of existing resources enhances the prospects of the project being sustained. The first exercise in this process for building sustainable projects is developing a community asset map. This is the initial exercise because community asset mapping should be an ongoing activity for the organization. We should continually be updating our inventory of community assets and use that information for partnership and resource development purposes.

Community asset mapping is a positive way to visualize the community. It assesses assets in the community and existing or potential connections among organizations, individuals, and resources for collaborative partnerships that strengthen a project's development and operation. A community asset is a quality, person, or thing that provides expertise, a resource, or an item of value to an organization or community. Community assets can include human, organizational, financial and natural resources.

Identifying community assets can be done through community based planning. Community based planning should include identifying strengths in the community as well as the challenges. Use the

community planning processes to assess both problem conditions and to define strengths. This reminds the community that it consists of assets as well as challenges and it streamlines the assessment component of the project design process.

Creating a community asset map leads us to resources that, because they already are in place, can become major components of a sustainability strategy. Two issues that we examine as sustainability strategy elements later in this manual (volunteers and partnerships) are elements that we can identify and document through community asset map development.

Community asset maps are used to identify locations and resources and their importance within a specific area. The goal of creating a community asset map is also to develop a visual document illustrating how groups potentially affected by or involved in a project are currently using the community, and how the project will enhance their experience. There are many different types of maps, dealing with a variety of subject matter. Essentially, a community map can be used to locate, describe, and compare any aspect of the community, from social structure to environmental data.

Community Asset Maps:

- Provide a framework for discussing the location of resources.
- Highlight resources of importance.
- Analyze the status or condition of a location or resource.
- Raise awareness of existing facilities or natural resources.
- Identify which aspects of the community and which resources are important to the project being planned.
- Create a visual representation that can be understood by all (community members, agency representatives, funders).

The Leveraged Resources section of the toolkit provides an example and instruction on how to do a Community Asset Map. Also a procedure and tools for documenting leveraged resources.

RESOURCES	TOOLS
<ol style="list-style-type: none"> 1. Example of a Community Asset Map 2. Procedure for Documenting Leveraged Resources 	<ol style="list-style-type: none"> 1. Community Asset Mapping Activity 2. Tools for tracking leveraged resources

IV. VOLUNTEERS

One key to sustainability for organizations is the establishment and management of a strong volunteer component within the project and/or organization. Organizations and projects that have integrated

a strong volunteer component more effectively address community needs and run on almost half the median budget than those nonprofits that do not leverage volunteers across all levels of the their organization. When an organization leverages volunteers, managing them effectively, it is in a better position to grow.

To grow an organization/project must recognize the value and contribution of both paid staff and volunteers. Simply recruiting large numbers of volunteers, however, does not translate into success. Successful results are achieved when an organization is able to support, mobilize, and manage its volunteer resources for the greatest possible impact.

Volunteers bring great value to the organizations/projects that plan for and manage them effectively. In using volunteers properly they will be a key component to achieving sustainability goals.

1. Effectively managed volunteers save money and can be highly effective at leveraging resources.
2. Volunteers are conduits to the community.
3. Volunteers can lighten staff workload and improve employee satisfaction.
4. Some work is best performed by volunteers.

The benefit of volunteer engagement is in direct proportion to the investment in volunteer management. Volunteer management entails costs in recruitment, development, supervision, and retention. There also needs to be an investment in the capacity building of staff to manage volunteer resources.

There are eight basic functions in developing a volunteer component to the organization/project:

1. Community assessment to determine commitment to the mission of the organization or goal of the project.
2. Strategic planning to maximize the volunteer impact.
3. Recruitment of prospective volunteers,
4. Interviewing, screening, and selecting volunteers.
5. Orienting and training volunteers.
6. Ongoing supervision and management of volunteers.
7. Recognition and volunteer development.
8. Measuring outcomes and evaluating the process.

Below is a blueprint for increasing the return on investment on volunteers. Some of the steps are crucial for projects/organizations to implement and manage a volunteer component within the project/organization.

The most important step is strategic planning of the volunteer component. It must be a part of the overall project/organization human capital planning and analysis. When evaluating essential job functions necessary to achieve the project’s goal; assess what responsibilities need to be filled by staff and what responsibilities can be supported by volunteers.



Volunteers can be a key component to the impact that a project has in the community and achieving the project/organization’s goals. However, volunteers have their own expectations and needs and a structured volunteer program requires planning and management but will produce a huge return on investment.

The Volunteers section of the toolkit contains the following resources and tools.

RESOURCES	TOOLS
<ol style="list-style-type: none"> 1. How to Plan and Manage a Volunteer Program Guide 2. Volunteer Handbook 	<ol style="list-style-type: none"> 1. Identify Project or Organization Need for Volunteers 2. Internal Assessment on Readiness of Project or Organization for Managing Volunteers 3. Designing the Outreach Plan for Recruitment of Volunteers 4. Developing the Volunteer Job Description 5. Designing a Training Plan for Volunteers 6. Tool for Evaluating the Volunteers

V. PARTNERSHIPS

The definition of a partnership is “a collaborative relationship between entities to work toward shared objectives through a mutually agreed division of labor.” The benefit of establishing strategic partners is simple; there is added value in working with other organizations, governmental units, and businesses. Although there is great value in establishing strategic partnerships there is also effort in building, sustaining, and evaluating each partnership.

A. Partnership Development

The key components of partnership development include the following:

- Clarity of leadership. Whoever is responsible for developing the partnership must have the authority to enter into partnership for the organization and be trusted by potential partners.
- Clarity in understanding. Partners need to understand their roles and responsibilities, defining who does what regarding delivery of activities of the partnership.
- Recognize and allow the differences in culture that exist among partners. Partners typically have a diversity of skills and abilities.
- Clarity of purpose. Ensure the partnership is built on a shared and common vision and mutually agreeable services principles. All partners must understand and agree on the purpose and outcome of the partnership.
- Ensure management commitment to the partnership.
- Maintain trust. Ensure that the partnership is able to sustain a level of trust among the partners.
- Develop clear partnership working arrangements. This is done through having a clear understanding of each partner’s roles and responsibilities. The focus must be on the process and outcomes and not the structure and inputs.

B. Forming Partnerships

There are three essential steps to making establishing a partnership successfully.

- Defining the need for a partnership. The goal of the partnerships is to achieve more than your own organization can achieve on its own. It is always important to remember that the partnership is a means to an end.
- Starting the process. Once you identify the potential partners you need to meet with the potential partner and see if there is a mutual goal that you can work on together. If so, how would you work together?
- Setting up the Partnership. This is the step involves entering into an agreement such as a Memorandum of Understanding or Partnership Agreement. Also defining each partners roles and responsibilities and how you will communicate with each other.

C. Managing Partnerships

Throughout the life of the partnership it is important to ensure it is accomplishing the goals that were the basis for establishing the partnership. This can be supported through partnership ground rules for:

- Communication
- Resource Management
- Decision-making
- Conflict Resolution

Another tool that can be used for management of the partnership is through developing collaborative work plans that are realistic, measure results, and support accountability of each of the partners.

The reason for establishing partnerships is to have a greater impact in the community through sharing of resources. The chart below is a collaborate scale which allows you to assess where you are at with each of your partnerships. Just as each relationship is different, each partnership is different and you can assess if the partnership is where you want it to be based on the goal of the purpose of the partnership.

COLLABORATIVE SCALE

COMPETE	CO-EXIST	COMMUNICATE	COOPERATE	COORDINATE	COLLABORATE	INTEGRATE
Competition for clients, resources, partners, public attention	No systematic connection between organizations	Information sharing	As needed, often informal, interaction on discrete activities or projects	Organizations systematically adjust and align work with each other for greater outcomes	Longer term interaction based on shared mission; shared decision making and resources	Fully integrated programs, planning, and funding

Companies have long recognized the value of collaborations. More nonprofits are now looking for the same benefits. A successful collaboration can help a project/organization:

- Save costs by sharing infrastructure and administrative expenses
- Strengthen programs
- Increase the capacity of both partners through blending complimentary skills and abilities
- Improve efficiency
- More efficiently use resources of each partner

The most important benefit from partnerships is that you can increase the impact you have on the community you are serving.

The Partnership section of the toolkit contains the following resources and tools.

RESOURCES	TOOLS
1. Partnerships: Frameworks for Working Together	1. Identifying Partners 2. Sample Partnership Agreement

VI. SOCIAL ENTREPRENEURSHIP

Social entrepreneurship is the use of the techniques that start up companies and other entrepreneurs do to develop, fund, and implement solutions to social, cultural, or environmental issues. This concept may be applied to a variety of organizations with different sizes, aims, and beliefs. For-profit entrepreneurs typically measure performance using business metrics like profit, revenues and increases in stock prices, but social entrepreneurs are either non-profits or blend for-profit goals with generating a positive «return to society». and therefore must use different metrics. Social entrepreneurship typically attempts to further broad social, cultural, and environmental goals often associated with the voluntary sector

Many projects/ organizations have established for profit components to their department or organization. The establishment of these for profit components was not always planned decisions but rather opportunities offered to the projects/organizations. The primary reasons incorporating for profit projects include but are not limited to:

- **Survival.**

The traditional funding to the project/organization had been reduced and it was necessary for the organization to look for alternative ways to support the organization.

- **Self-sufficiency.**

Many projects/organizations felt that they did not plan their future but rather the future of the organization was planned based on the appropriations passed by Congress and the award of grants/contracts by the federal and state government.

- **Flexibility.**

Frequently projects/organizations had difficulty in providing comprehensive services to their clients due to the restrictions on the use of the funds. To better meet the needs of the clients they developed alternative resources which allowed them to provide the full range of services the client needed.

Whatever the reason, the project/organization took the initiative to control the future.

A. Assessing The Project/Organization

The most important activity the project/organization will undertake is to assess their current capability to develop and manage a for profit component within the organization. The organization must first determine why they want to do this and the governing body must fully support the move to for profit activities.

Some of the questions that an organization needs to answer include:

1. Does the project/organization have the skills needed to run a for profit project?
2. Has the project/organization identified what help they will need and where to get the help?
3. Does the staff have the time required to learn the things that they need to know?
4. Does the organization have the money to hire the staff and/or consultants needed?
5. Is the organization interested in the proposed for profit project?
6. Is the organization committed to the success of the for profit project?
7. Is the organization willing to devote the time needed to develop a successful for profit project?
8. Will the project fill an unmet need in the community or can you do it better than the current businesses providing the goods/services?
9. Is there sufficient customer demand for the goods/services offered by the project?
10. Will the organization be able to compete competitively?
11. Does the Board of Directors and Administration understand financial statements such as cash flow, profit and loss, and balance sheets?
12. Has the organization developed a comprehensive business plan?

Many of the skills required to manage government funded projects are easily transferable to the management of for profit projects. Development of a for profit component to the organization must be supported by all levels of management and include the mission of the organization.

B. Developing a For Profit Component Within Your Project/Organization

Ideas for profit projects can come from many places. All projects/organizations have had great ideas that were never acted upon. The next step is for the project/organization to do an assessment of their skills/weaknesses to identify for profit projects.

There are basically four categories that all businesses can be classified into:

1. Retail. Sell products.
2. Service.
3. Manufacturing.
4. Wholesaling.

Once you have identified your organization's skills and weaknesses it will be necessary to evaluate the options. The questions to be addressed include:

1. Does the for profit project tie into the overall goals of the organization.
2. Does the organization have experience in providing the goods/services of the for profit project.
3. Can the organization afford to establish the for profit project.
4. Can the organization afford the risk involved with establish a for profit project.
5. Is there a demand or can the organization develop a demand for the goods/services of the for profit project.
6. Does your organization have a competitive edge?

C. Development of the Business Plan

The key to developing a for profit project within your organization is to do an accurate assessment of the organization and to plan. Generating unrestricted revenue will allow your organization to fulfill the mission for which it was established, attract and compensate good employees, and provide employees with a work environment that allows for growth and productivity.

A complete plan is designed to provide a picture of the business before operations are actually started. The most important thing in planning a business is that all phases of operation be considered in the initial stage. The plan should include very definite ideas revenues to be generated, accounting, financing, clients, general method of operation, policies, amount and type of expenses, and other important factors. Mistakes in the planning stage or lack of adequate attention to planning will cause failure. No commitments or obligations should be undertaken without a clear plan of possibilities. The typical business plan includes the following information:

- Statement of Purpose (of the plan)
- Table of Contents
- Executive Summary
- Description of Business
- Market Analysis
- Organization and Management
- Financial Analysis
- Supporting Documents

There are a number of resources to help with the development of the business plan; the Administration for Native Americans has three Guides:

1. The Indian Business Owner’s Guide
2. The Tribal Enterprise Developer’s Guides
3. The Indian Social [Entrepreneur’s Guides](#)

The guides are titled Indian and Tribal, however, they are applicable to all individuals, non profits, and government entities.

Other resources include SCORE (Senior Corp of Retired Executives) website hosts a “Business Toolbox” and on-line learning center at . The Small Business Administration also provides many on-line resources at www.sba.gov.

The Social Entrepreneurship section of the toolkit contains the following resources and tools.

RESOURCES	TOOLS
<ol style="list-style-type: none"> 1. The Indian Social Entrepreneur’s Guides: Preparing a Business Plan 	<ol style="list-style-type: none"> 2. Internal Assessment 3. Marketing Plan 4. Information Needed for a Business Plan 5. Identifying Key Production Factors 6. Identifying Capitalization Requirements 7. Developing the Forecasted Balance Sheet 8. Developing the Forecasted Monthly Statement of Operations 9. Developing the Forecasted Statement of Operations 10. Developing the Forecasted Monthly Statement of Cash Flow 11. Developing the Forecasted Statement of Cash Flow

VI. SUMMARY

Projects and organizations have many challenges in securing sustainability while working towards maintaining mission impact and accountability. This requires planning and developing new ways of accomplishing more with less and adjusting to changes. To achieve this will require a diversification of funding and methods of providing services. The goal of financial sustainability needs to be integrated with the project and organization’s goals to ensure that the impact of services to the community is not compromised or lost.

The background is a vibrant teal color with a fine halftone dot pattern. Overlaid on this are several large, overlapping circles and arcs in a lighter, pale green shade. These shapes are arranged in a way that suggests movement and interconnectedness, with some circles partially cut off by the edges of the frame. The overall effect is a modern, geometric, and textured aesthetic.

COMMUNITY BASED PLANNING

COMMUNITY BASED PLANNING

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DESIGNING SUSTAINABLE PROGRAMS GUIDEBOOK

This manual is about “sustainability” of programs and program elements that are valuable to communities. According to the dictionary, sustainability means:

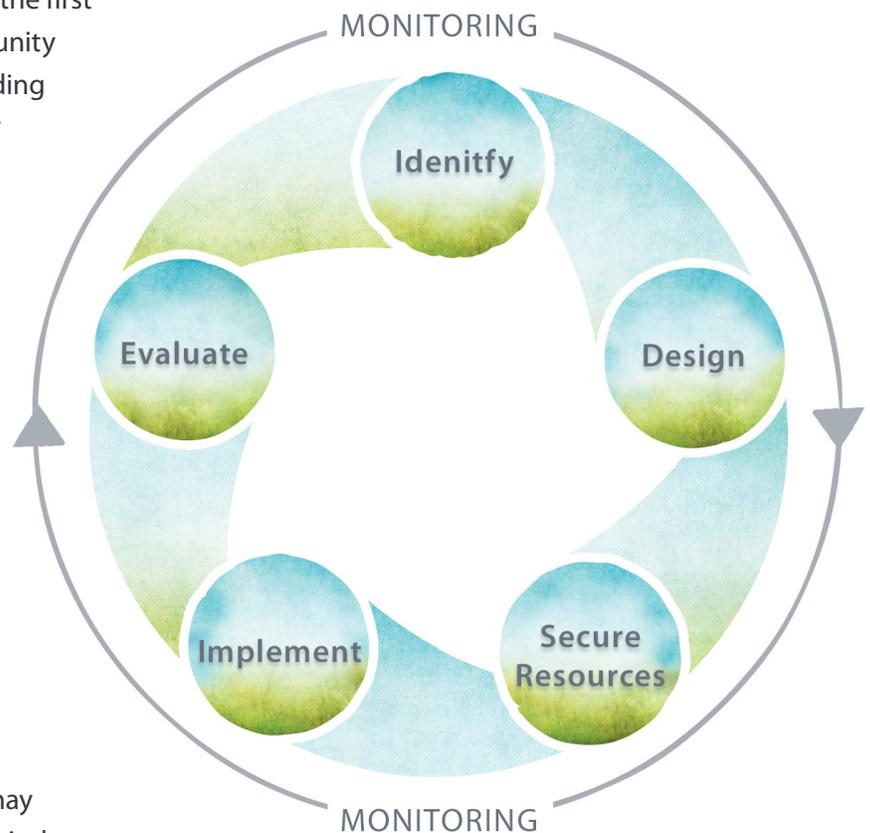
To keep in existence; maintain

- The ability of a system of any kind to endure and be healthy over the long-term. A “sustainable society” is one that is healthy, vital, resilient, and able to creatively adapt to changing conditions over time.
- The ability of an organization to develop a strategy of growth and development that continues to function indefinitely.

For our purposes, the most important elements of this definition are the focus on maintaining long-term benefits and the application of the concept of sustainability to both community-based and organization-based settings.

We often associate sustainability with the first of those elements—long-term community benefits. But in many instances, providing long-term benefits for the community and community members requires long-term increases in organizational capacity. So continued community benefits and sustained organizational capabilities usually are linked. Sustaining both of these components is part of the planning, implementation, monitoring, and evaluation cycle.

The following sections of this manual discuss how to engage in planning processes that build sustainability. This discussion includes methods for designing projects that may initially be framed in a limited time period of operation but transition to the ongoing provision of program benefits. As you will see, there are a number of ways to transform a start-up project into a program or set of program elements that will provide long-term positive change in the community.



The strategies for carrying out that transformation should be built into the project's design. Sustainability is not an afterthought that we begin to work on as a project winds down. It is an essential component of the project's design. Implementation, monitoring and evaluation of sustainability strategy elements along with implementing, monitoring and evaluating other key project elements take place throughout the project cycle. We apply the project cycle dynamics, illustrated on the previous page, to the area of sustainability as part of project planning and operation and evaluation.

Although there is no approach to designing projects that guarantees their sustainability, sustainable projects have some characteristics that they share. Those characteristics include:

- A focus on achieving and maintaining long range goals set by the community.
- Movement of the project focus from treating symptoms to creating long-term positive change
- Sustainability that results from the process used in project development as well as because of the project's design

TERMS AND DEFINITIONS

Building sustainability strategies and weaving sustainability into project design can create ongoing community benefits and build organizational capacity to achieve long-term benefits. Working with the concept of sustainability involves using some familiar terms that may have a slightly different definition, when used in relation to project development and design, than is commonly applied to them. Before we start discussing sustainability, we will spend a little time examining those terms and concepts. Having a working knowledge of these concepts and their importance to project sustainability will help us design sustainable projects: project design is a key piece of project sustainability.

Community

"Community" has several possible definitions in a discussion of sustainability. A project usually involves more than one type of community and each of the communities involved in the project may want or require different sets of benefits from the project's operation.

Community can mean a group of people living in a specific geographic area (the residents of a town). It can refer to people with a common social tie (the members of a tribe). Community can denote a demographic subset of a larger population (the single parent families in an area). It can be used in relation to members of a specific organization.

We may talk about community using more than one of these definitions in project development and design. In one part of the project design discussion, we may be talking about the community of youth ages 12 to 18 and at another point we may be talking about the tribal or geographic community in which they reside. We also may spend time discussing the organizational/agency community that works with the youth and will be responsible for project implementation and operation.

It is important that we always explain which community we are describing as we use the term in project discussion. It is equally important that we describe how we have worked with those different community

elements in developing the project that we are submitting for funding. We need to clearly document how the components of the project came out of discussions with those communities and reflect the perspectives of those communities.

Long Range Goals

Long range goals are the framework of most, if not all, projects. Long range goals describe the set of ideal conditions that the community wants to have in place in areas that are important for the community's existence. Those areas of importance are often called "dimensions." For a community based on social ties (a tribal community for example), long range goal dimensions would include: culture, housing, health care, education, employment, income and nutrition. An example of a long range goal in the housing dimension might be: "All community members will live in decent, affordable housing of their choice."

For a community that is a subset of the larger community group (elders for example), long range goal dimensions are often similar to the long range goal statements of the larger community but reflect conditions that impact members of the subset community. A long range housing goal for elders might be: "All members of the community [who are elders] will live in safe housing with access to services that allow them to live independently."

If the community on which we are focused consists of staff from your tribal or non-profit organization, the dimensions of the community long range goals change to such subject areas as planning and evaluation, internal communications, policy development, accountability and program effectiveness. A long range organizational community goal in the program effectiveness dimension might be: "We will assist each participant with whom we work to reach personal growth and self-sufficiency levels that the participant is committed to achieving by providing a continuum of services for participants."

Three important things to remember about long range goals are:

1. They describe ideal conditions in a set of dimensions that are of high importance to a community.
2. They are created and expressed by members of those communities through an open, inclusive process.
3. They form the framework for project development for and by those communities because they articulate conditions that the communities want to someday have in place.

Remember, too, that a project can relate to a long range goal that comes from the geographic community or community based on social ties as well as a long range goal of a subset of the community that often is the focus of project operation. That project also may address a long range goal of the organization that will be carrying out the project. Not all of these long range goals are always articulated in the narrative of an application we prepare for funding a project; however, we need to be aware of and consider them all when we are designing the project.

Community Condition

The current condition originates from the community/communities that are involved in project design, development and implementation as well as the community that is the project focus. The current conditions is a description of what stands between the community and one or more long range community goals. It describes a current, existing community condition. It does not focus on something that is not in the community.

Frequently, we find projects built around the community condition that indicate the community “needs” or “lacks” a particular set or type of resources. “Elders need safe, handicap equipped housing,” or, “We lack appropriate housing for elders in our community.” These statements describe what a potential solution (handicap equipped housing) might be to a problem that has not been stated. The problem experienced by the community of elders might be: “54 of our elders are not able to remain in their homes because the house is not handicap equipped.”

A community condition describes, in measurable terms, a current condition in the community that stands between the community and the long range community goal that was presented earlier: “All members of the community [who are elders] will live in safe housing with access to services that allow them to live independently.” By clearly stating a problem that keeps community members from reaching an existing long range goal, we establish a clear pathway to use in developing a project goal.

Project Goal

The project goal describes the improved situation that will exist at the end of the project period (the period of time for which the project is funded). The project goal will indicate a reduction in the problem addressed by the project and/or describe a situation in the community that is closer to the long range goal that the project addresses. The project design and proposal narrative will include a description of both the relevant long range goal(s) and problem to be addressed as a lead in to project goal presentation. The project goal must clearly relate to both the problem statement and an identified long range goal. Because the project goal establishes a conceptual framework for project operation, it guides development of project workplan content.

Outputs

Outputs – Outputs are measured, direct products of a project’s activities.

Outputs are usually measured in terms of the volume of work accomplished, such as:

- The number of houses renovated to be handicap equipped.
- The number of elders allowed to move back to their houses from care facilities.
- The number of elders able to remain in their homes.

Outputs are building blocks we include in the project workplan and describe specific workplan results which create project outcomes.

Outcomes

Outcomes – Outcomes are measured positive changes in conditions you plan to achieve through the proposed project.

Examples of outcomes could be:

- Decrease in number of households living in poverty.
- Decreases in number of elders living in care facilities.
- Increases in number of elders living independently.

Outcomes, when completed, accomplish the project goal.

Activities

Activities are the major tasks that, when successfully finished, accomplish the project outcomes. “Activities” as used here refers to the specific steps we must take to complete a specific project outcome rather than descriptions of everyday work tasks. A well-designed project plan should provide a detailed schedule of major activities presented in a logical sequence that will lead to achieving each project outcome.

Partnerships

Partnerships are agreements between two or more parties that will support the development, implementation and sustainability of the proposed project. It is important to

- Establish agreements with partners who fully understand the program purpose and are committed to reaching the same goal;
- Ensure that partnerships are reciprocal with all parties benefiting from the relationship and
- Build partnerships as part of the project design and planning process.

Leveraged Resources

Leveraged resources are resources provided by internal or external partners that expand the project scope of work but are not a part of the project budget. . Leveraged resources can:

- Include contributions of cash, time, supplies and equipment;
- Be federal or non-federal; and
- Often come from partners.

Critical Issues

Critical issues are key activities in a project workplan that, if not carried out successfully, may cause your project to be late in starting up or to fall behind in its workplan schedule. Critical issues often include such key tasks as filling or retaining essential staff positions, ensuring participation of major project partners, meeting licensing requirements and securing planned leveraged resources. Sustainability

Sustainability

We will use the concepts discussed above in developing sustainable programs. We looked at a dictionary definition of sustainability in this workbook's introduction. Here is a slightly modified definition of "sustainability" that we will use in designing sustainable programs.

Program sustainability refers to maintaining and continuing project results and benefits after startup funding is over. Sustainability can be accomplished by turning a project (or key elements of a project) into an ongoing program or key elements of an ongoing program. We also can create sustainability by building a set of operational results and benefits that become a norm for the community, community members, the organization operating the program, or a combination of those entities.

The following sections of this manual describe how the elements defined here are used in designing sustainable programs. The manual also provides a set of exercises that can be done individually or in a group setting that will provide "hands on" experience in working with development and design elements of sustainability.

PROJECT DEVELOPMENT STRATEGIES FOR SUSTAINABLE PROGRAMS

This chapter of the manual looks at processes used to develop successful projects that have the potential to become ongoing programs or that establish outputs and outcomes that will continue after the initial project period ends. The processes described in this chapter are inter-related and build on one another. They are all important parts of a project development process that leads to sustainability.

Community-based Planning

Sustainability is as much a result of the process used in project development as it is a result of the project's design. Who you involve in developing the project and the role of each participant in project development is a factor in determining project sustainability. The community's support for and involvement in project development results in the support for and involvement in project continuation. It is the result of community members articulating what they want to have in place as social, economic, governmental and community norms when they describe long range goals, defining problems standing in the way of achieving those goals, and developing projects to remove those problems.

So when developing plans for involving the community in planning activities, think about strategies for engaging them in long range goal development, in defining the problem to be addressed by a specific project as well as in development of project design. Community involvement does not mean that we hold a meeting to inform the community about what we intend to do: community involvement and community based planning means we take direction from the community in long range goal, problem statement, and project development. Without ongoing involvement, active community support for the project (a major factor in sustainability) often does not occur.

Conducting a survey to gather information from as wide a range of community members as possible is a good starting point for a community planning process. Surveys present a uniform set of questions to an

identified set of recipients. We can survey the entire community or specific subsets of the community. We use responses to survey questions to determine the range of opinions on topics. Survey results provide an initial picture of community conditions and community opinions in specific fields. Surveys can be either open-ended questions (“What are the three most serious problems facing our community today?”) or closed-ended questions (“Select the three most serious problems facing our community today from the following list of problems?”). Surveys often include both types of questions so that we are able to secure answers that provide clear ranking on specific issues through close ended questions while providing opportunities for individual input through open ended questions.

Survey results provide initial information on community perceptions and priorities. Although survey results may not accurately reflect community opinions, we can use those results to involve the community in refining and, in many cases, revising survey findings. The next step in a community based planning process usually is to explore and clarify survey results through a series of community meetings.

Attracting community members to meetings can be a challenge. In addition to holding meetings for all members (with door prize incentives and well-publicized information on survey results that may incentivize some community members to attend); think about working with groups that already exist in the community, such as elders councils, HeadStart boards, and General Council meetings. Getting on the agenda and attending existing meetings engages the community without adding to the list of meetings many members may already be attending.

Schedule meetings with key informants. Key informants are community members who are respected in the community and are leaders in various parts of community life or are viewed as knowledgeable about the community. Key informant interviews can be a valuable component of a community based planning process.

Focus groups and nominal group processes are another series of community organizing activities that we can use in community-based planning. Working with focus groups involves gathering together 6-10 people willing to share their opinions in discussing and prioritizing community problems. Members should represent a cross section of the community. A starting point for discussion could be on the findings of initial survey work that was carried out to get preliminary information on community issues. Focus group members will help identify and clarify those community problem statements.

Start the meeting by presenting three to five problem statements from the initial survey or another preliminary process for identifying community problem areas. Ask members to discuss the severity, prevalence and impact of one problem statement at a time and carefully record group responses. Ask follow-up questions that help clarify and rank problem areas. Summarize key findings of the group. Circulate these revised, prioritized problem statements through the community and use them in organizing and carrying out a nominal group process exercise.

In conducting a nominal group process session pull together 30 to 40 community members who represent community subsets. Form small groups of five to eight participants. Encourage participants to form groups with people they do not know. (The leader may want to have everyone number off and assign certain numbers to specific groups. This will insure a better mix of personalities and ideas in each group.) Assign

each small group one of the priority problem statements developed by the focus group. Have members of each small group spend several minutes thinking silently about possible strategies for reducing or eliminating the problem assigned to their group.

Have small group members jot their ideas down, then have the members clarify their ideas by sharing them round robin fashion (one response per person each time), while all clarifications are recorded on a small group flipchart. No criticism is allowed, but additional clarification in response to questions is encouraged. There may be merging of some proposed strategies for problem resolution as a result of the discussion.

Have each person evaluate the ideas for addressing the problem assigned to their group, then individually and anonymously have each person vote for the solution they think will be the most effective. You could prioritize solutions by having group members assign five points to the preferred solution, four points to the next best, and so on (based on a group with five members). If the group has eight members, the preferred option would receive eight points. Share vote results within the group and tabulate. A group report is prepared, showing the ideas receiving the most points. Each small group then gives a presentation on their assigned problem, issues discussed in developing a solution to the problem, and prioritized project/solution areas.

None of these community engagement processes/strategies is a required element of project development for all communities. But involving the community in project development is essential for building support for the project and increasing the probability of project sustainability. Think about which of these strategies or combinations of strategies best fit your circumstances. In making decisions on selection and use of strategies, be sure to involve members of the various “communities” that are affected by the problem or by the process that may be used for problem resolution: geographic or social tie communities, community members directly impacted by the problem, and members of organization(s) responsible for assisting the impacted community.

Asset Mapping

Asset mapping involves generating an inventory of community resources (individuals, associations, businesses, organizations, and institutions) that help create a community. The asset mapping process identifies local resources that have the potential to support programs and services or provide funds including leveraged resources to use in project development and operation. By identifying the social, material, and financial assets in a community, a project developer documents local networks of resources to target when seeking a broader base of support and partnerships.

Additional information on asset mapping is included in the Leveraged Resources section of the toolkit. Also a tool for developing an asset map is included in the leveraged resources tools section of the toolkit.

Building Partnerships

In designing new projects and programs, strong partnerships and the leveraged resources that are usually associated with those partnerships are two indicators that a project has resulted from a credible internal (within our community) and external (in the surrounding community) community-based planning process. Partners should have some common or shared mission or organizational purpose and should be included in the project planning process, not added as an afterthought during project implementation. Partnerships are based on reciprocity. Benefits to each partner from their work on a project should be equal. Project costs should also be shared.

Partners can come from other programs or sections of your agency. Partners that are other program components of your own organization are usually described as “internal partners.” External partners are entities that are outside your organization that choose to collaborate in project development and implementation. Both internal and external partners can provide resources as well as technical or specialized management and administrative services to strengthen project operation. Partnerships often mobilize and leverage resources for the initial, startup period of project operation; but they also can serve as a mechanism for project sustainability.

Use the asset map you have created to identify existing and potential new partners. Include them in the planning process. Assess how those partners and potential partners can assist in project implementation, how they could be vehicles for continuing project results and benefits after the end of startup funding, and define what their payback will be for partnering. To get a better picture of how identified existing partners would help with operation and sustainability, ask:

- What is the nature and structure of the partnerships?
- What is their duration –do we have existing partnerships that are sustaining projects and their results/benefits beyond periods of initial funding?
- Who is responsible for maintaining them?
- What are the actual, mutual rewards of these relationships?
- Can the partners incorporate components of the project into their ongoing operation?
- To determine whether identified potential partners might be instrumental in project sustainability, ask:
- What are our current relationships with those organizations?
- What resources are we willing to commit to support collaborative efforts with specific new or underutilized partners?
- What are the gaps in resources and expertise that could be filled through building partnerships with these entities to operate and sustain the project?

Additional information on partnerships is included in the Management of Partnerships section of the toolkit. Also a tool for identifying partners and a sample partnership agreement are included in the management of partnerships section of the toolkit.

Attracting Leveraged Resources

Securing leveraged resources is one of the reasons for creating partnerships. Leveraged resources are not a part of the project budget. Leveraged resources enhance the project by widening the scope of operations or extending the time in which project results and benefits are provided. As we noted earlier, partners are more likely to contribute leveraged resources if they are part of the project development and enhance their own work through the partnership.

Suppose as part of a transitional housing program we are creating for community members, we want to help participants build financial management skills. In the past, we have worked with a non-profit organization called “Household Budget Builders” that receives funds to help at risk families to build financial literacy skills. We include Household Budget Builders in our project planning process. They commit to using their resources to providing financial skill building classes – something they are already funded to do. We will provide them with a group of participants they won’t have to recruit and a setting for the training.

In this example, both partners benefit from the collaboration. As a result, the effect of the partnership has the potential to continue beyond the lifetime of the immediate project period. Household Budget Builders help families develop financial planning skills and is not funded out of the transitional housing project budget: the work done in setting up this project component can extend past our pilot project period as a sustained project element.

The Householder Budget Builders example demonstrates how project resources can be used to attract leveraged resources. In doing so, we are demonstrating that we can effectively develop projects, work in tandem with other organizations and diversify our (and our partners’) revenue streams. Documenting this capability will help us attract new partners and funders as well as build our current performance capacities. Attracting funders, building partnerships, diversifying revenue streams, and building capacity develop sustainable programs and program elements.

The following exercise focuses on determining the value of the leveraged resources listed in Exercise 2. What are the dollar values of those resources? In real life, the partner contributing the leveraged resource will assign that value. But for purposes of this exercise, make a general estimate.

Additional information on leveraged resources is included in the Leveraged Resources section of the toolkit. Also a tool tracking leveraged resources a sample procedure for documenting leveraged resources are included in the leveraged resources section of the toolkit.

Identifying Project Elements To Be Sustained

We often create sustainability strategies that focus on the continued usage of specific project components rather than continuing the operation of the entire project as originally designed. Identifying project elements that should be sustained because of their value to the community is accomplished through effective project evaluation. Again, the community and our project partners are key players in this part of the project development process. Community and partner involvement in crafting evaluation strategies

and in planning their roles in evaluation is part of the project development process that can result in support for continuation of project components after the end of a pilot or startup period.

Project evaluations measure the effectiveness and efficiency of a project in reducing one or more problems that stand between the community and identified long range goal(s). They determine the level of achievement of the project objectives. Findings from an evaluation will help your organization and your partners strategize on how project elements that are effective in problem resolution can be continued by incorporation into ongoing program operation.

The continuation of financial skill building activities discussed earlier is an example of how that process works. In that instance, an evaluation of the benefits of assisting community members to build financial management skills would have shown how that work helped them improve credit scores, reduce overdrafts and manage resources. The process for tracking that information would be built into the project design through consultation with our partner and would result in the ongoing provision of financial skill building workshops for community members by our partner, Household Budget Builders.

PROJECT DESIGN ELEMENTS FOR SUSTAINABLE PROGRAMS

This section of the manual examines building blocks used in designing a project that will have measurable benefits in the community. These project components were defined earlier in the manual and in this chapter are presented sequentially – using the order they would follow in structuring a well-designed project. In conceptualizing a project, it is important to follow that sequence (even though a funding organization may require that you use a different order of presentation in preparing and presenting a grant application).

Designing a project by working through the following series of components will help ensure continuity among those components. Effective project design ensures that the problem to be addressed is related to long range community goals and the project goal will describe a reduction or elimination of that problem, for example. Building a project by using the series of elements presented in this chapter and describing the inter-relation of those elements in the project description, will create a project with a high probability of immediate accomplishments and long-term, sustained success.

Project design is a critical element to consider in building project sustainability. Well-designed projects are much more likely to reduce or eliminate problems in the community. Projects that create positive change generate community support for continuing the results and benefits of the project. Partners involved in those projects are more likely to continue to provide resources for sustaining project operations. Decision makers are much more inclined to continue funding for project activities that create measurable positive change in the community. Following the project design steps outlined in this chapter will help ensure project sustainability.

Long Range Goals

Begin the project design and description by stating the community long range goal or goals that the project will address. Long range goals describe ideal conditions desired by community members in such areas as employment, education, cultural preservation, housing, or family income and stability. The time frame used for accomplishing long range goals usually is at least a ten years period. Often the time frame is longer. The community's long range goals are the foundation for all projects. Those goals can be found in "comprehensive plans," "strategic plans," and in various program plans. Long range goals can come out of community discussions, General Council meetings and other public forum settings.

Begin the project description by clearly stating the long range goal (or goals) that will be addressed by the project and how the community was involved in developing those goal(s). Define what is meant by "community". Does it mean the entire community in a geographic area? Does it refer to a group within the overall community? Is it an organizational community (tribal court staff or staff working in emergency shelter and transitional housing programs, for example)? For the overall community, long range goals usually focus on such issues as cultural preservation, housing, education, employment and health care. The long range goals of a community subset can focus on some of the same issues as the general population, but reflect the interests and hopes of the subset.

For example, a long range housing goal for the overall community presented earlier in this manual was, *"All community members will live in decent, affordable housing of their choice."* If the community we are working with is the elders (a community within the general community) a long range housing goal created by and for that group might be, *"Our elders will live in community settings that provide for the greatest possible degree of independence while also providing for comfort and safety."*

Condition To Be Addressed

In the project design narrative, a description of the relevant long range goal that is used to frame the project is followed by an explanation of the problem that stands between the community and this goal. The problem statement describes a condition that exists in the community. Think of the current community condition as a set of descriptors that document measurable, current community conditions preventing community members from achieving the long range goal that the community selected to work on reaching.

If the long range goal to which the project relates is *"All community members will live in decent, affordable housing of their choice"* the condition blocking access to that goal might be *"Two hundred and three households in our community live in overcrowded conditions"* or *"Five hundred twenty nine of the 651 occupied single family dwellings in our community have serious structural problems"* or *"Eighty seven of the 103 single parent households in our community spend at least 50% of their income on housing costs."* Those statements describe a clear, measurable condition in the community that the project will be designed to address.

Do not state conditions as a "lack of" or "need for" something. If, using this housing example, we state the condition as, *"Our community needs decent affordable housing;"* we are describing what we want the project to produce. It does not document the condition. Documenting the condition as a set of current

conditions will help us design an effective solution. If the condition is overcrowding, the solution may be construction of new housing. If the condition is deteriorated housing structures, the solution may be a home rehabilitation project. If the condition is high housing costs (more than 30% of the family income for housing according to the Federal Government), a rental assistance project may be the most effective project focus.

The tool Defining the Current Community Condition asks you to present documentation of the current community condition that your project will address. **BE SURE TO DESCRIBE THAT CONDITION IN MEASURABLE TERMS.** The problem statement is the foundation of your project. It must be created through community conversations and describe a condition that has measurable dimensions.

Project Goal

The next phase of the project design process is to craft the project goal statement. The project goal describes what the project will accomplish to move the community toward realizing one or more long range goals. The project goal, when accomplished, will reduce community condition(s) or problem(s) that keep the community from reaching long range goal(s) that are the project's framework. A sustainable project's goal is directly related to one or more long-term community goals.

A project design that is built around the long range goal, "All community members will live in decent, affordable housing of their choice," might have the project goal: "Develop and implement a site based rental assistance program for low income single parent families." That project goal would describe a framework for reducing the problem of unaffordable housing in a defined community (the number of single parent families spending over half their income on housing costs).

Project Approach

The next piece of the project design process is creating the project approach. The project approach includes the "Project Workplan," which contains project elements that can be the nuts and bolts of project sustainability strategies. Those elements will only be worth sustaining, however, if they are designed to help move the community toward long range goal achievement by resolving conditions in the community that stand in the way of that accomplishment. Interest in and support for sustaining the project or key project components will be based on the project approaches effectiveness in improving community conditions.

Here is a good process for designing an effective project approach. Using the community long range goal, the conditions that must change for the goal to be reached, and the project goal as the context for developing the approach section of the project; create a list of possible strategies for addressing the problem and achieving those goals. Use that menu of choices to select a preferred approach for implementing the project. In selecting the most promising design for the project approach, gather the following information:

- Use your tribe/organization's experience with past, similar, successful programs as a model and ask for community recommendations in exploring those options.

- Research similar projects that other tribes or organizations have successfully completed and replicate effective design elements of those projects. Use their best practices to guide you in selecting an approach.
- Engage internal and external partners in discussions of the workplan design to determine: what level of resources, as required for project implementation, will be available (using asset mapping to make the determination) as the local share of the project budget; and what level of resources would be needed from a funder in the project budget request.
- Design the approach so that its activities and phases build incrementally to accomplish project outputs, outcomes and impacts. Success in this arena will both help ensure that the project goal will be achieved and increase the probability of sustainability.

Project Outcomes

Outcomes are measurable, beneficial changes in community conditions that are accomplished by implementation of a well-designed project. When projects create positive outcomes that are visible to community members, community leaders, and elected officials, those projects are much more likely to secure ongoing support from those quarters and become stable, sustained programs.

In a well-designed project, outcomes, when successfully completed, will accomplish the project goal. Most projects have several outcomes that are part of their design, and those outcomes are usually referred to as “project objectives.”

A clear, concise, and specific set of objectives is essential to project design. Effectively designed objectives lead to a project approach that will accomplish the project goal and address the problem(s) that block progress to the community’s long range goal. A good format to use in constructing objectives is the S.M.A.R.T. objective structure, outlined below.

S.M.A.R.T. objectives have the following characteristics:

Specific — a good objective statement provides an exact, rather than generalized, description of what will be accomplished and indicates how that accomplishment specifically relates to the project goal.

Measurable — the objective statement must describe measurable changes in the community conditions/ problem that the project will reduce or eliminate.

Achievable — the objective statement must be realistic and attainable within the project period.

Results-oriented— the objective is results-oriented, describes a measurable positive change in the community that reduces the problem and moves the community toward the long range goals that are the project focal points.

Time-bound — the objective should reflect a time period in which it will be accomplished.

When you develop your objectives using the S.M.A.R.T. format, you should be able to tell the following from reading the objective statements:

- The key, measurable community conditions (problems) that are the focus of change;
- The component of the community that will benefit from the change;
- How the change will help achieve an improved condition in the community;
- That the desired change can be accomplished; and,
- The time frame within which the change will occur.

Outcome-based objects are presented in logical sequence with each objective building on its predecessor. The time frame associated with completing each objective will reflect the complexity of the objective and the number of tasks or activities required to bring the objective to a successful conclusion.

All objectives/outcomes must be measurable; but not all objectives/outcomes are quantifiable. An objective might state, for example, *"By the end of the project period, 20 of the 25 households that we place in transitional housing will stabilize, feel as though they are part of the community in which they live, and actively engage in community affairs."* To measure the extent that project participants feel as though they are part of the community and are "actively engaged" in community activities requires measurement of attitudes and beliefs. Measuring this type of indicator can be more challenging than measuring increases in numbers of homeowners and levels of household incomes among project participants.

One method for measuring attitudes, beliefs and such indicators as increased community involvement is to build pre- and post-testing or surveying into the project approach. Soon after participants move into their new housing they are surveyed and asked such questions as, *"To what extent did you feel as though you were part of the community in the last place you lived?"* and, *"Have you met and spent time with neighbors since moving to this new home?"* After the participant has been in transitional housing for a year, do a follow-up and ask such questions as, *"To what extent do you feel as though you are part of the community you live in?"* and, *"Have you met and spent time with neighbors since moving to this new home?"* Pre- and post-surveys are one good way to measure attitudes and beliefs.

Scales are another tool that can effectively measure change in hard to quantify conditions. A scale is simply a continuum that describes different levels of well-being in a set of *"dimensions."* It has a beginning point and an ending point, with increments in between. The following display defines some of the essential components of scales.

Scale — a set of defined units of measurement that focus on a single issue
Indicator — specific, descriptive items of information that are used to track changes in a condition or function of a community, agency, or family
Matrix — a set of scales arranged in a standardized framework that measure different aspects of a community, agency, or family
Dimension — a column in a matrix (one vertical scale) that measures one aspect of community, agency or family well-being.
Threshold — one (or a group of) indicator displayed horizontally in a matrix which defines the condition or level of functioning in a community, agency, or family
Participant — an individual who utilizes the services of a program or an agency (sometimes referred to as an individual, a client, a consumer, or an enrollee)
Community — any grouping of individuals who share common distinguishing characteristics (not necessarily geographic) or share an acknowledged group identity
Civic Capital — any activity a person performs for the benefit of others outside his/her own family unit

The display refers to “community, agency, or family” in a number of places. Scales can be used to measure the health of a community, an agency, or a family in one or more dimensions. Scales should be constructed in consultation with the individuals who are the focus of the scales’ measurement. Creating community scales is an exercise that would involve members of the community; agency scales would be built in consultation with members of that organization’s community; family scales are developed by family members.

Scale development is a consultative process that involves the participants and helps establish participant ownership of the scale content. The “draft scales” that we share with participants at the beginning of a scale development process are only provided as examples. Actual wording of threshold descriptions used on a scale come from working with participants in a scale development process.

The following scales are examples of what could be created for two dimensions: Community Involvement and Family Relations, in the Family Scales arena.

THRESHOLD	COMMUNITY INVOLVEMENT	FAMILY RELATIONS
Thriving (5)	Family members are actively involved in community activities. Through their participation members contribute to community well-being	Family members have a strong, supportive network. Family members receive consistent emotional support from friends and/or other family members. Family members maintain a strong positive family identity.
Stable (4)	Family members are actively involved in community activities. Through participation, members contribute to the community’s well-being. Family members have some involvement in community affairs and activities. Family members feel like they are a part of the community.	Family members are physically safe and emotionally secure. Relationships among family members are generally supportive and usually free from conflict. Family members have a sense of family unit.
Safe (3)	Family members have some community connections and awareness. Involvement in community activities is limited. The family lacks knowledge of ways to increase involvement	Negative behaviors are present in interactions among family members, but all family members acknowledge and seek to change these behaviors. Family members receive some support from family and/or friends.
At Risk (2)	Family members lack motivation or confidence to become involved in community activities. Family members have a limited social network outside the immediate family.	Family members have little or no interaction with one another. Family composition changes frequently. Stable positive family relationships rarely form.
In Crisis (1)	The family is socially isolated. Family members have no social or communication skills. Family members have no involvement whatsoever in community activities.	Family members have no supportive system within or outside the family unit. Members are unable to develop relationships. Interactions with others frequently involve conflict.

These Family Scale examples have five threshold areas (thriving, stable, safe, at-risk and in-crisis). But scales can have more or fewer thresholds depending on what works best for the participant and organization working with participants. The threshold descriptors provided in this example would be used (if they are used at all) only to start a discussion with participants on actual threshold descriptors.

After working with the family to draft scales that reflect family perspectives in threshold definitions, participants identify their current threshold level. They target the level at which they want to function and are assisted to develop a strategy to get to that threshold. Project staff monitors their progress and are able to document and report on measurable movement from one threshold to another.

Some of the most important work that we do involves outcomes that are hard to quantify. Consequently, we have had problems describing the measurable positive change we accomplish in our communities. Without that information, we are less able to work with potential partners, community leaders, and local elected officials to secure ongoing commitments of resources for our work. As a result, we often experience difficulty building sustainable programs and exist from grant to grant. Using such tools as pre- and post-surveys and scales that measure the benefit of our work can help us access pledges of sustained support that we currently do not have.

Project Outputs

Project outputs are the project's direct results. Outputs are also presented in measurable form and are often more easily quantified than outcomes. Outputs provide the framework within which outcomes take place. Outputs are usually measured in terms of the volume of work accomplished. They can include such results as:

- The number of low-income households served
- The number of training sessions held
- The number of individuals completing workshops

The success of a project and the probability of the project being sustained cannot be based on project outputs. A project can provide 30 workshops attended by 200 community members – but if workshops and level of participation do not create positive changes for community members and the community; the output will have little value, and the case for sustaining the project will not be compelling.

Outputs are of critical importance, however, creating the platform on which outcomes are based. An output that involves a large segment of the community in workshops that increase participant financial literacy and helps 150 of the 200 workshop participants improve credit scores and consolidate debts is an output on which a valuable outcome is based. In designing a project approach, be sure that all project outputs are clearly related to project outcomes.

Keep in mind that the project outputs largely drive project costs and the costs of sustaining the project. That is because outputs are the direct products of the project and are used to determine staff levels as well as other major project expenses. Being able to show that project outputs have a causal relationship to achieving project outcomes strengthens the potential for sustainability.

Project Impacts

Impacts are the measurable differences between the outcome for participants involved in a program's activities and the condition that would have been present without the program's existence. There are a number of methods for measuring this difference. One of the most obvious measurement strategies is to track outcomes (specific, measurable, positive changes) among community members who are participating in a project and compare those changes with conditions experienced by community members who are not participating in project activities.

This does not require us to withhold services from a group of community members so that we can have a "control group." The comparison group could be families on a waiting list or families that chose not to participate in the project. Project impacts would be the difference between a set of key indicators (employment or income) for both participants and non-participants.

Another way to determine the impact of participation is to use the scale process described earlier. Family scales assess conditions in dimensions at the beginning of family involvement and assess the conditions at the conclusion of that involvement. The threshold occupied by the family at the start of their involvement is the description of family conditions without project involvement. The threshold occupied by the family after engaging with the project is the impact of the project.

Impacts describe longer range changes in addition to the outcome areas identified for the project. Reconnecting with participants three to five years after they have completed project activities often is not too difficult an exercise in our communities. If we find that those families continue to build capacity in areas that were the focus of project activities or continued to move to higher thresholds on the family scale dimensions they developed during their time in the project, we will provide that information in describing and measuring project impacts.

If participants indicate that there are impacts in areas in addition to the dimensions that they were focused on, document those impacts as well. Providing a complete description of a project's full range of impacts can pave the way for project sustainability. Community support for continuing the project, partner commitment for ongoing project support and funder interest in financing project operation all are enhanced by assessing, describing and disseminating information on project impacts.

Monitoring and Evaluation

The preceding discussions of outcomes, outputs, and impacts contain a lot of information about methods for monitoring and evaluating those components of project design. This section points out that a well-designed outcome, output, and impact measure is structured so that it can be effectively evaluated.

Discussion of outcome, output, and impact elements should emphasize how they will be measured. Outputs are quantified products created by the project. Success can be determined by comparing the planned and actual volume of project outputs. Outcomes are sometimes difficult to quantify but can be measured through scales or pre- and post-surveys. Impacts can be measured by comparing the conditions in specific dimensions (household income, family relations, housing for example) for families that participated in a project with conditions in those same dimensions of families who did not participate in the project or by comparing where a family was on the scale at the beginning of the project to the threshold it occupied at the project end point.

Having measurable outputs, outcomes, and impacts simplifies designing an effective monitoring and evaluation component for the project. An effective monitoring and evaluation plan is an essential ingredient of a sustainable project's operation. It provides information to project management staff as well as partners, the community and funders on whether the project successfully created positive change in the community and moved community members closer to long range goal realization. It also documents the extent to which the project was a cost-effective use of funds. A project monitoring and evaluation plan is an essential tool for documenting the successful implementation of a project and for verifying that the project created the outputs and outcomes included in its design. The plan describes the measurement process. It provides tools to measure progress in implementing the project and to assess how effectively the project reduced or eliminated the conditions keeping the community from reaching defined long range goals.

Monitoring and evaluation involves more than gauging progress in efforts to complete outputs and outcomes within project planned timeframes. The plan describes the process used to monitor progress on completing activities that are the building blocks of each output and outcome. The monitoring component of a monitoring and evaluation plan should also include a list of "critical issues" — tasks or activities that, if not completed, can derail the project. Including this listing of critical issues will help assure sustainability by focusing staff attention on elements of project implementation that are essential to project success.

In addition to identifying any critical issues in the project workplan, the monitoring and evaluation plan can include contingency plans to use in the event that a critical issue proves to be an obstacle to successful project implementation or operation. Including monitoring, evaluation, and contingency plan development in project design will greatly contribute to a project's potential for sustainability because it will help ensure project success in dealing with an area of concern to the community. The following exercise provides a model for monitoring and evaluating project outputs, outcomes, and impacts. Use a separate form for tracking each of those three elements. Use this exercise to create a monitoring and evaluation plan for project outputs.

MONITORING AND EVALUATION

The following table can be used to create a strategy for monitoring and evaluating project outputs, outcomes, and impacts. Use it to create a monitoring and evaluation strategy for the project outputs created.

First Output (Outcome or Impact):	
What records or data will you collect:	Who will collect this data:
How often/ when is the data collected:	How will the data be used:
Who uses the data:	Value/importance of data (what decisions can be made from the results):
Second Output (Outcome or Impact):	
What records or data will you collect:	Who will collect this data:
How often/ when is the data collected:	How will the data be used:
Who uses the data:	Value/importance of data (what decisions can be made from the results):

Building a Budget

Budget preparation is the method by which a tribe or organization translates project goals and objectives into a statement of resources necessary to accomplish the goals and objectives. We will not explore creating an entire project budget as part of this training; but will develop a budget that will fund the objective constructed. Analyze the level of effort that completing that objective will require. Assign costs to each component of that level of effort. Display those costs in the budget forms below. Fill out the “Currently Available” column first. Then, determine what total costs for each line item would be and calculate how much you will need from a funder to cover total costs for that line item. Build the budget’s foundation of assets that you and your partners will contribute to the project. View the external funder as the entity that will provide “gap” funding – the funding needed to fully finance each line item.

What staff will you need to accomplish the objective and activities?				Currently available:
Position:	Responsibilities:	Percentage of Time dedicated to project (ie. 100%, 50%):	Cost (base this on current salary rates and fringe benefits):	Estimate of existing staff resources:

What travel do you anticipate needing for this objective?				Currently available:
Travel destination:	Purpose of the travel:	Anticipated number of days:	Estimated Cost (use GSA rates or your organization rates):	Estimate of existing travel resources:

Are there supplies that will be needed?				Currently available:
Supply Items:	Purpose:	Quantity Needed:	Estimated Cost:	Estimate of existing supply resources:

Will the project need equipment?				Currently available:
Need:	Purpose:	Quantity:	Estimated Cost:	Estimate of existing other resources:

What are some other items that will be needed for the project?				Currently available:
Supply Items:	Purpose:	Quantity Needed:	Estimated Cost:	Estimate of existing supply resources:

RESOURCE DEVELOPMENT AND SUSTAINABLE PROGRAMS

Diversifying Revenues

To diversify revenues for your projects and programs you must write and disseminate compelling stories that grab readers' attention, capture their imagination, evoke emotion and move them to action. Some tips for composing stories about the work of your projects, programs, and/or nonprofit organization.

- Explain why your work matters, whom you serve and what results you have achieved.
- Include personal anecdotes as well as supporting data and facts.
- Potential funders and donors want to feel like your work is urgent and that their grant or contribution will help to resolve a critical problem.
- Tell readers who, what, where, when and why.
 - What specific services do you provide?
 - Whom do you serve? What population do you serve? How many people does your project, program, or organization serve per year?
 - Why does your work matter? Why should people care about the services you provide and the people you serve?
 - Share participant/client testimonials. Show how the work you're doing changes people's lives. Let your participants/clients explain the impact of your work in their own words.

Projects and programs that depend on one or two funding streams for their existence are in a risky place. If anything threatens those income sources, project activities may be curtailed or completely stopped. Having several sources of funding can allow a project to draw on those other resources to cover costs while looking for replacements for lost revenue. Diversifying resources does not necessarily require large commitments of staff time. Staff time in many projects is already stretched to the limit. Major commitments of time and energy for building and diversifying revenue must come from other quarters.

What those other quarters would be depends on other funding pursued. Here are some revenue generating strategies that Tribes/organizations have employed:

- Social Media
- Social Entrepreneurship
- Individual Giving: Targeting individuals to make gifts to your organization
- Major Donor Groups: Service clubs, civic groups and other organizations that are interested in the work you do
- Events: Both large and small
- Direct Mail
- Corporate Giving Programs
- United Way Fundraising

- Participatory Fundraising: walk-a-thons, salmon bakes, Indian taco competitions
- Annual Giving and Multi-Year Giving Campaign
- Grants: Public and Private Foundations, Corporate, Government

Although staff may have ultimate responsibility for how these revenue building strategies are planned and implemented, much of the day to day operation of those strategies can be taken on by other entities. It is also important to remember that if the individuals that are working on securing other resources positions are funded with federal grants there are limitations on certain activities that they can perform. Our ability to secure commitments from other groups to assist with revenue generation is usually directly related to how we involved those groups in project design and project development activities described earlier. The community, subgroups from the community, “program champion” volunteers, internal partners, and external partners are all much more likely to take a major role in helping to generate revenue for a program in which they have a sense of ownership. The success of revenue generating strategies and their effectiveness in building program sustainability depends, to some extent, on how the project development and project design processes built that sense of ownership in community and partner populations.

If your community-based planning process has established the community’s and partners’ sense of ownership and appreciation of the project, and those entities are committed to assisting you to expand funding; work with those groups to craft a plan for diversifying and expanding program funding. Provide an orientation on current funding conditions and funding strategies for the parties working with you to enhance revenues. Be sure they understand:

- What current program funding sources are in place;
- Whether funding has grown or declined in the past five years, and what has caused the growth or decline;
- The funding outlook for the next five years, and what conditions are expected to affect it;
- The sources that have the largest assets to provide funding for your services; and,
- Which funders you will target, and why.

Building this knowledge base on current funding conditions and trends will ensure everyone presents consistent, accurate information. Working together on identifying potential funders will increase the probability of success. However, community members, partners, and agency staff will probably have different areas of focus in generating revenues.

The next sections of this chapter explore some of those different areas. Use the following exercise to identify the mix of funds that would work best for you in diversifying your revenue streams.

DIVERSIFYING POSSIBILITIES

Fund Source	Potential			
Fundraising Strategies: Individuals	Good	Fair	Poor	Unknown
Face-to-face solicitation				
Personal letter				
Telephone				
Internet				
Special Events				
Fundraising Strategies: Foundation	Good	Fair	Poor	Unknown
Community Foundations				
Local and Regional Foundations				
National Foundations				
Fundraising Strategies: Business and Corporation	Good	Fair	Poor	Unknown
Neighborhood stores				
Banks				
Big Box Chains				
Fundraising Strategies: Government Grants, Contracts, and Allocations (identify below)	Good	Fair	Poor	Unknown
Local Government				
1.				
2.				
3.				
4.				
5.				
State Government				
1.				
2.				
3.				
4.				
5.				

Tribal Government				
1.				
2.				
3.				
4.				
5.				
Federal Government				
1.				
2.				
3.				
4.				
5.				
Fundraising Strategies: Religious Institutions (identify below)	Good	Fair	Poor	Unknown
1.				
2.				
3.				
4.				
5.				
Fundraising Strategies: Community Organizations (identify below)	Good	Fair	Poor	Unknown
1.				
2.				
3.				
4.				
5.				
Fundraising Strategies: Generated Income (identify below)	Good	Fair	Poor	Unknown
1.				
2.				
3.				
4.				
5.				

Social Endeavors

Social media and social entrepreneurship are two funding trends that have been on the rise in recent years. Using these social and business endeavors will allow your organization to reach wider and more diverse funding streams.

“Social,” in this context, refers to the relationship your organization has with the community, subgroups from the community, internal partners, external partners, and a nationwide (possibly international) audience. Social also refers to the way in which your organization communicates, or socializes, with these groups of people – this target audience.

Social Media makes use of electronic platforms, such as email, websites, and text messaging to build relationships and share information with your target audience. There are many resources out there that can help your organization create a social media or “online” presence. Your presence may include: an organization website, a Facebook Page, a Twitter Account, and online funding tools like “Kickstarter” or “Indiegogo” that can keep the target audience up-to-date on your organization’s news and events. By being more accessible with up-to-date information, your organization will raise awareness and increase visibility.

Social entrepreneurship makes use of business principles to raise funds; but instead of focusing on profit, success is measured in social change. Many communities and organizations are generating revenues to address the problems in their community and further the mission of their organization by engaging their target audience to operate aspects of their organization.

Fund Raisers, Donations, and Appeals

This is the area of revenue development in which community members often excel and community member participation is very effective. Information from the community and especially community members who have helped build and worked with the program often becomes a major part of fundraising and donation strategies. Written presentations by community members that include testimonies from the community and verbal presentations to service groups and civic organizations are often much more effective than staff or board member presentations. Developing such fundraising events as quilt auctions, fish fries, and Indian taco feeds are areas in which community members play critical roles both in production and presentations. Structure these events so that they both provide a source of revenue for the project and identify individuals who may become ongoing supporters of your operation.

Presentations by community members provide a grassroots perspective on program information and insight into the organization. These presentations add a level of credibility and richness to donation requests that complement information from staff on outcomes and impacts as well as information on how well the tribal or nonprofit program is meeting its mission and goals.

Community member involvement in this particular field of fundraising also helps present the revenue generating effort in a community centered context. You can build on this documented, demonstrated community support in presentations to institutional funding sources. Moving away from an organizational to a community centered approach can appeal to donors/funders especially as they feel that they are in a partnership with the community.

This sense of donor identification can be and should be cultivated through continued connections between donors and community members. Receiving a gift from a donor does not end donor-community member communication. Personal acknowledgments, recognition and follow-through are essential from community member(s), on behalf of the program, to the donor(s).

Part of the process in this community-focused set of fundraising activities is to incorporate donors into the community. Building a sense of donor identity with the community will help build a sustainable donor base. Remember to invite donor involvement and interaction with the program through such activities as volunteer work or recruiting other contributors. Incorporate that invitation into all communications with donors.

The community connection and context that you establish through fundraising activity also can be a major asset in approaching public and private funders. Those donations provide clear documentation of community support for and involvement in sustaining a project. That documentation usually is an important consideration for potential funders.

Program Revenue

Generating program revenue is sometimes defined as securing income from sales of goods or services that are created through program operation. This revenue niche usually results from marketing successful products that have been the focus of you and your partners' project operation. Materials that program staff created for training volunteers, providing workshops on how to build a resource management component into program operations and marketing strategies that you have developed for helping participants stabilize and move toward self-sufficiency are examples of products that can be developed by programs for creating revenue to sustain program operation.

Another approach for developing revenue streams to use for sustaining operation is in contracted services to other organizations and jurisdictions. Slots in emergency shelter or transitional housing operations or accounting services can be made available to other organizations on a fee-for-service basis. In fact, you may want to build fee-for-service capacity into your project design plans when working on operational or facility development. As noted earlier, engaging current and potential partners in those planning activities can be a critical element of sustainable strategy development. "Partners as customers" is a design and development consideration that often is worth pursuing.

We also explored "partners as leveraged resource providers" in our discussion of Project Development Strategies. Leveraged resources are a type of program revenue and should be viewed not only as resources that can expand the project's scope, but as a tool for extending the project lifetime. If project partners were involved in crafting the project, have a sense of project ownership, and feel as though they are deriving benefits from the project, the funds that initially were leveraged funds can become ongoing revenues that sustain the project or key project elements.

The section of the toolkit on Social Entrepreneurship will provide additional information on how to go about establishing a revenue generating component within your agency/organization.

CREATING A STRATEGIC PLAN FOR SUSTAINING THE PROJECT

As we have seen in earlier chapters, building a strategy for sustainability into a project's design involves such elements as creating community ownership of the project, securing partners' investment in the project, and incorporating project elements into the project's operational plan. Another approach for dealing with sustainability of project benefits is to create a specific strategy and action plan for continuing project outputs, outcomes, and impacts using an updated, revised project design. Building sustainability strategies into a project design and creating a project sustainability plan are not mutually exclusive processes. Both can be applied to a project. This chapter focuses on strategic plan approaches for establishing sustainability.

Key project design and development ingredients for a project sustainability plan are similar to the design issues that we explored in the chapters on Project Design and Project Development.

- Community Involvement
- Program Capacity
- Diversified Funding Mix
- Partnerships

Questions we focus on answering when developing a sustainability plan are questions asked when incorporating sustainability into project design. They include:

- Can we use available, existing resources to continue our project's benefits and achieve our long-term vision?
- Will other outside funding be needed or can some project processes be absorbed into the tribe's/organization's/partners' daily operation without placing a burden on those staff?

A strategic plan for project sustainability is not a substitute for building sustainability strategies into a project's design. The plan will supplement sustainability elements in the project design and focus on strategies that may not have been considered in that initial design. Think of the sustainability plan as a revisiting of strategies incorporated into the project that updates, revises as necessary, and strengthens project sustainability elements.

Strategic plan sustainability strategies involve design elements found in previous chapters:

- **Incorporate project into Tribal/organization operations:**
Your tribe or organization may wish or be able to provide continuation funding for your project. At least discuss this possibility during your project planning process.
- **Partnerships:**
Identifying and building relationships with internal and external local and regional partners to assist in continuing the project and project impacts in your community after initial funding has ended is a potential method for sustainability.

- **Leveraged resources:**
Resources provided by internal or external partners that expand project scope of work but are not a part of the project budget
- **Unrestricted revenue:**
If your project will generate revenue, either through sales of goods, fees for service, or some other means, you can use the revenue generated after initial seed money or planning grant ends to sustain your project. Include a revenue plan or fee scale in your sustainability plan outlining your methods
- **Continuation grants from state and federal sources as well as private foundations:**
Funding from private foundations can be used to support ongoing projects and programs. Develop information on how your project fits into specific foundation grant program guidelines and priority areas.
- **Colleges/Universities:**
Many colleges or universities will supply project staff in the form of degree candidates or research assistants. Law schools, planning and public policy departments, women’s studies programs and criminology degree work can be major partners in providing sustainability.

The strategic sustainability plan reflects work done in a community-based planning process and in consultation with partners. The sustainability plan should also describe how your tribe or organization will incorporate project elements into its funding or resource development plan and who will be responsible for its continuation.

That emphasis on assessing and building organizational capacity is reflected in the following outline of strategic plan components:

- Long Range Community Goal(s) – Describe community long range goals that are the framework for the project.
- Problem/Current Community Condition – State the measurable current condition in the community that stands between the community and the selected long range goal(s).
- Long Range Organization Goal(s) – Provide the organization’s long range goals that relate to effective planning and management of the proposed project.
- Problem/Current Organizational Condition – State the measurable current condition in the organization preventing effective planning and management of the proposed project.
- Collaborators and their Roles for Sustainability – Identify internal and external partners, what resources they bring and what roles they play/could play in strengthening the project.
- Targeted Partners for Sustainability – Provide details on the program’s targeted supporters, their goals, their decision makers, their commitment, and their tactics.
- Establish the Plan Framework:
 - Project Goal and Gap Analysis – Describe the condition that will exist at the end of the project and an estimate of unsecured resources.
 - Desired Outputs that can be accomplished through access to existing resources.
 - Desired Outputs that will require additional resources to accomplish.

- Desired Outcomes that can be accomplished using your program’s access to existing resources.
- Desired Outcomes that will require additional resources to accomplish.
- Define Potential Resources and Detail Steps Toward Securing Them – Provide analysis of resources that will be the sustainability plan foundation. Identify who is responsible for plan implementation. Provide a workplan that outlines activities that will be accomplished to carry out the plan.
- Evaluation Data – Describe data and information that will be collected on: project outputs, outcomes, and impacts; the tools used to collect data; and how that data is used.

It is essential to use the definitions introduced in this manual’s first chapter when drafting a sustainability plan. Be sure that long range goals included in the plan describe ideal conditions in the community that is the project focus or organization that is managing the project, and explain how members of those groups defined those long range goals.

Outputs described in the plan must be presented as measurable direct products of the project. Outcomes are measurable beneficial changes in the community that are accomplished through the project. In presenting outputs we will specify the planned level of production carried out through the project. (We will conduct 15 workshops on household budgeting for example.) Our outcomes will be framed in measurable terms. (Twenty of the Credit Builders Project 28 participants will be current in negotiated payments plans to creditors by the end of their 6 month Credit Builder workshop.)

A template for creating a sustainable strategic plan is included in planning tools section and an example of a Sustainability Strategic Plan is in the planning resources file.

SUMMARY

As we have seen there is no magic formula that, when properly mixed, will guarantee a sustainable project or sustained project outcomes and impacts. There are a number of steps that we can take, however, in developing and designing a project or in creating a plan that details a strategy for continuing the outcomes and impacts of a project that will significantly increase the probability of ongoing benefits to the community.

Both the development and design processes used in creating a project are critical elements in building sustainable projects. When developing a project, we always start by engaging in conversations with community members to determine long range goals. We then use those conversations to define current condition(s) that stand between the community and reaching the long range goal(s) that the community wants to focus on in the development of a specific project. We work with the community to select a significant current condition to be the problem that the community wants to have addressed in order to move toward long range goal attainment.

We add consultation with current and potential partners to the development process and work with them and community members to identify the project goal. That goal statement will describe what conditions

will be in place at the end of the project period and how the community environment will be closer to the long range goal described by the community that provided a foundation for the project.

With those developmental steps in place, we can begin the project design process. Community members and project partners continue to be essential contributors in shaping project design elements. At this point in the development process, the community members who provide direction to the project would be community members impacted by the current condition the project will reduce or eliminate. We need to be sure that we remain in contact with those community members to ensure that the project design responds to the problem defined by the community and will change conditions that create the problem. Also, keep internal and external partners that will be contributing resources during project implementation involved in design discussions.

Discussions on design center around the project approach. The approach includes: project workplan activities, outputs, outcomes, and impacts; the project evaluation plan; and the strategy for project sustainability. Activities are a series of tasks that, when completed, lead to accomplishing project outputs and outcomes. Project outputs, the direct products of the project, are the basis of the project budget. Outputs are also the means for achieving project outcomes (positive changes in the community that reduce the problem that is the project focus and accomplishes the project goal).

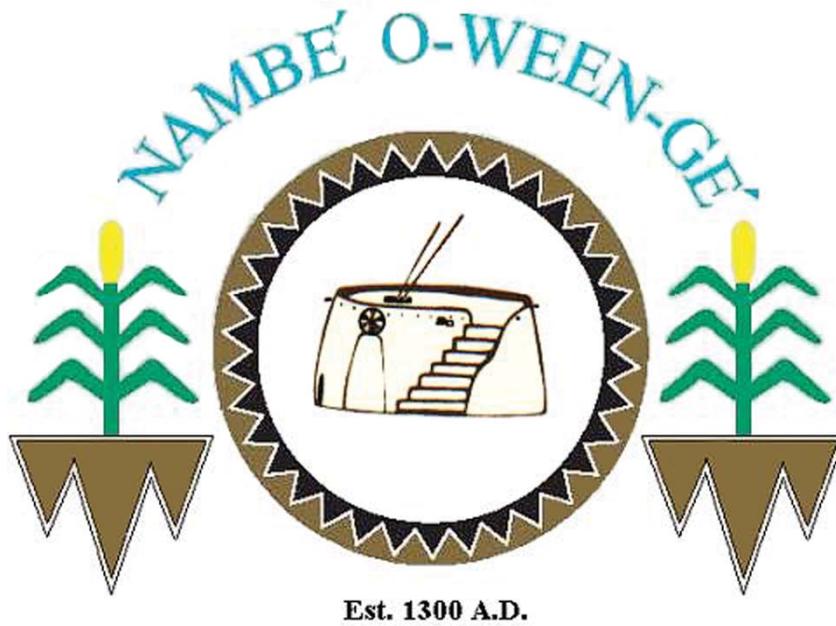
Using a community based planning process that is enriched by including internal and external partners is a key component of a sustainability strategy. Engaging the community in defining the long range goal(s) to be pursued and problem(s) to be reduced or eliminated by the project helps ensure sustainability. A project that has importance to the community is likely to have community support for being sustained. Broadening and strengthening ownership of the project will enhance the probability of the project and/or its key components being sustained. Inclusive development and design processes have a high correlation with project success: project success has a high degree of correlation with sustainability.

Documenting that success provides an element of credibility that is critical to building support for sustaining the project and its essential features. That success is documented by an evaluation plan. The evaluation plan is built into the project's design and should describe how findings will be used in supporting ongoing outcomes and impacts of the project.

The sustainability plan is part of the project approach that is rooted in the development and design factors listed above. It can also be presented in more detail as a strategic plan on sustainability that accompanies the project design narrative. The plan can include any or all of the design, development, and operation elements discussed earlier. It should be considered and woven into the processes used to develop and design all projects. The probability of success in attracting the resources required to continue outcomes and impacts that help move the community toward long range goal conditions will be much higher if the concepts discussed in this manual become part of your project planning and design processes.



**SUSTAINABILITY
STRATEGIC PLAN**



Pueblo of Nambe Sustainability Plan

Our mission is to promote the wellness of individuals and community by providing quality cultural services through adaptable measures to increase safety, awareness, accountability, and healthy families.

Our vision is living the spirit of sacredness through the integration of core values and integrity.

Our values are:

Respect. To honor others and treat all individuals with dignity.

Trust and Confidentiality. All relationships will be established based on trust, confidentiality, and integrity. Services will be provided in a non-judgemental atmosphere, incorporating availability and reliability.

Safety and Support. All services will be comprehensive and provided in a safe environment.

Compassion. All services will be provided in a compassionate and supportive manner to achieve wellness.

Wisdom. The sharing of life experiences, knowledge, and self discipline.



In 2009, Nambe Pueblo received funding for the first time from the Department of Justice, Office on Violence Against Women to lay the foundation in development of their Domestic Violence Program. Due to turnover of Tribal Administration and leadership, they did not hire a Coordinator until April of 2010. The turnover of two Tribal Administrators resulted in the purchase of a used, three bedroom trailer for the placement of an Indian Child Welfare Act (ICWA) Coordinator, Substance Abuse Coordinator and Domestic Violence Coordinator. Sharing the office space, it was called Nambe Healthy Family Services, formerly Behavioral Health Services, and thus the Department was created. Since its inception, the Domestic Violence Program has expanded under the second grant award funding from Office on Violence Against Women to include a fulltime Victim Specialist, fulltime Batterers' Reeducation Facilitator and parttime Domestic Violence Court Compliance Officer. Confidential office space for the Victim Specialist is non-existent due to the work conducted in the open area of the trailer. The Victim Specialist has to find other temporary office space or a safe neutral place to meet with clients. The Batterers' Reeducation Facilitator is housed under the Tribal Court office which is located just feet away from the trailer along with the parttime Court Compliance Officer.

The following core strengths and weaknesses are resource-based and focus on the present environment of the department.

Our Internal Strengths are:

- Collaboration
- Communication
- Diverse Knowledge and Skill Sets
- Dedication and Passion
- Adaptability
- Located In and a Part Of the Community
- Multi Disciplinary Approach
- Leadership
- Planning

Our Internal Weaknesses are:

- Consistent Communication
- Case Management
- Community Member Involvement in Departmental Operations
- Facility
- Infrastructure
- Quality Assurance
- Accountability

The external environments examined are operational.

Our External Strengths are:

- Partnerships
- Community Support
- Resources
- Community Awareness

Our External Weaknesses are:

- Partnerships
- Cultural Awareness
- Turn Over of Elected Leadership
- Lack of Continuity
- Integration of Traditional Values into Community Operations

The goal of this plan is to sustain and expand Healthy Family Services with full integration of traditional values and restoring honor.

Long-term Objectives

Short-term Objectives

In order to reach this goal, we have established four long-term objectives:

First, to expand the community involvement in all department activities.

Second, to expand the resources for Healthy Family Services.

Third, to expand the physical facilities for Healthy Family Services.

Fourth, to provide support services necessary for community wellness.

In the short-term, we will be focusing on two objectives:

First, to increase the community awareness of the department and to increase the number of partnerships supporting Healthy Family Services.

Second, to expand the resources for Healthy Family Services by 25 percent through increasing the number of partners, securing grant funds, and implementing a cultural mentoring program.



Community Awareness and Partnerships

Strategy 1

Conduct focus group meetings:
 -Develop and implement quarterly plans
 -Develop and implement comprehensive outreach plan
 -Establish system for documenting information from meetings

-Number of community members that participate in focus group meetings
 -Number of new partnerships established

1. Develop quarterly schedule for focus group meetings and community outreach
2. Conduct focus groups and recruit new partners
3. Document information from meetings and incorporate into operations

Strategy 2

Conduct community events:
 -Develop quarterly plan for events
 -Secure partners to co-sponsor events
 -Outreach to community about events

-Number of community members attending events
 -Number of co-sponsors for events

1. Identify planned community events that offer an opportunity for Healthy Family Services (HFS) to participate
2. Identify events to sponsor and secure co-sponsors
3. Develop quarterly calendar and conduct events

Strategy 3

Develop and disseminate outreach materials:
 -Materials Development
 -Plan a materials dissemination strategy
 -Distribute materials

-Materials developed
 -Distribution plan
 -Materials distributed

1. Evaluate current informational materials and identify new materials needed
2. Develop culturally appropriate materials
3. Distribute as per plan

Tactics

Measurements

Procedures

Objective 2

Expand Resources for Healthy Family Services

Strategy 1

Expand Partnerships:
-Develop procedures for management of partnerships
-Identify potential partners
-Secure partnerships

-Resources contributed by partners
-Number of partnerships

1. Write and implement partnership management procedures
2. Evaluate current partners
3. Identify and recruit new partners
4. Manage partnerships

Strategy 2

Identify federal and non-federal potential funders:
-Identify potential funders
-Develop directory of potential funders
-Prepare grant applications

-Resource directory of potential funders
-Grant funding secured

1. Research federal and non-federal funders
2. Develop directory of potential funders
3. Initiate contact with potential funders
4. Select funders that align with goals of HFS and prepare applications

Strategy 3

Establish a cultural mentoring program:
-Design program
-Secure mentors
-Implement program

-Number of mentors
-Number of mentoring hours

1. Design program and annual plan for mentoring
2. Recruit and orientate cultural mentors to participate in program
3. Begin mentoring activities
4. Design tool and evaluate effectiveness of the program

Tactics

Measurements

Procedures

Develop facilities plan for Healthy Family Services

Strategy 1

Analyze the facility needs for the HFS Program:

- Analyze current facility requirements
- Analyze future facility needs
- Prepare facility report

Strategy 2

Secure the site(s) for HFS facilities:

- Develop plan for presentation to Tribal Council
- Develop presentation for Tribal Council

Tactics

-Healthy Family Services Facilities Report and Plan

-Site for current and future facilities for HFS

Measurements

1. Analyze the current and future facility requirements for HFS
2. Analyze other HFS facilities
3. Prepare report of current and future facility needs to accommodate HFS

1. Prepare long term plan for development of facilities for HFS
2. Prepare presentation for Tribal Council
3. Present the plan and meet with Tribal Council Members to discuss plan

Procedures

Objective 4

Develop comprehensive support services strategy

Strategy 1

Analyze the current status of support services in the community:

- Identify the key components of programs that support community wellness
- Meet with community programs and community members

-Comprehensive review of services and support community wellness

1. Review community and program activities to identify integration of traditional values
2. Identify strengths and weaknesses of services and gaps in services

Strategy 2

Expand community involvement and cultural integration:

- Outreach to community members
- Partnerships with programs to support cultural integration
- Expansion of support services

-Community members participating in program activities
-Increase in the number of programs that integrate traditional and cultural activities into overall operations

1. Coordinate with community programs to comprehensively outreach to community members
2. Identify and partner with programs to support the integration of cultural activities into operations

Strategy 3

Analyze the feasibility of third party billing:

- Meet with Tribal Council
- Meet with Indian Health Services
- Prepare report analyzing the feasibility of third party billing

-Assessment of the option to implement third party billing for HFS

1. Meet with Tribal Council to discuss implementation of third party billing for Healthy Family Services
2. Meet with Indian Health Services to analyze the viability of third party billing
3. Prepare report for Tribal Council on third party billing for HFS

Tactics

Measurements

Procedures





The top recommendations for the upcoming year would include:

Weekly case staffing

Creation of Coordinated Community Response

Yearly master calendar activities listing

Stronger work collaboration with our Tribal Programs and BIA Law Enforcement

Tribal Leadership involvement

PUEBLO OF NAMBE-SUSTAINABILITY OBJECTIVE WORK PLAN

Objective 1

Goal: To sustain and expand healthy family services with full integration of traditional values.

Objective 1: By the end of one year, Nambe Healthy Family Services Department (NHFS) will create seven internal and two external partnerships that will help domestic violence survivors move out of abusive relationships.

Results or Benefits Expected:

- At least 7 internal partnerships will be formed between NHFS and these Tribal operations: Tribal Court, Family Services, Community Wellness, Senior Citizens, Head Start, Transportation and Housing Entity
- At least 2 external partnerships will be formed
- Create system for coordinating service delivery network
- Expand, coordinated services to families through the 10 member NHFS partnership operation

Activities	Position Responsible	Time Period	
		Begin	End
1. Develop MOU format to use in documenting partnership responsibilities.	DV Coordinator	Mo. 1	Mo. 2
2. Establish contact with key staff in Nambe Pueblo programs (Tribal Court, Family Services, Community Wellness, Senior Citizens, Head Start, Transportation, and Housing Entity) that are planned NHFS partners.	DV Coordinator/ Program Staff	Mo. 2	Mo. 4
3. Identify and connect with key staff contacts from external NHFS partners.	DV Coordinator/Program Staff	Mo. 2	Mo. 4
4. Enter into MOU with internal and external partners.	DV Coordinator Program Staff	Mo. 6	Mo. 6
5. Establish steering committee to oversee ongoing coordination of services.	DV Coordinator	Mo. 6	Mo. 7
6. Initiate coordinated services and support to survivors	DV Coordinator	Mo. 6	Ongoing
7. Engage service partner teams and survivors in regular meetings to assess progress in stabilization and create resource management plan for service coordination.	DV Coordinator Program Staff	Mo. 7	Ongoing
8. Continue regular meetings and update management plan as needed	DV Coordinator Program Staff	Mo. 8	Ongoing

Criteria for Evaluating Results or Benefits Expected:

- At least 9 internal partnerships formed with tribal departments
- At least 2 external partnerships formed
- Ten member coalition and steering committee created

Objective 2

By the end of the 24th month engage in a community planning and public awareness process that creates a plan for eliminating domestic violence in the Nambe community and secures at least 2 grants for plan implementation.

Results or Benefits Expected:

- Community plan for eliminating domestic violence created
- Directory of potential funding sources will be developed
- Funding applications for plan implementation have been submitted
- 2 new revenue sources secured
- Community involved in addressing DV in Nambe

Activities	Position Responsible	Time Period	
		Begin	End
1. Identify community members who will assist with planning process.	Program Coordinators	Mo. 7	Mo. 8
2. Identify partners that would assist with community planning process.	Program Coordinators	Mo. 8	Mo. 9
3. Initiate community planning activities using homes of volunteers as sites.	Program Coordinators	Mo. 8	Mo. 12
4. Initiate community planning activities in partner networks and communities served by partners.	Program Coordinators	Mo. 9	Mo. 13
5. Develop directory of potential funding sources.	Program Coordinators	Mo. 12	Mo. 14
6. Develop applications for funding and seek funding from potential funders.	Program Coordinators	Mo. 14	Mo. 20
7. Continue community based interaction using community member and partner-based networks to engage community in awareness and reduction of DV and SA.	Program Coordinators	Mo. 14	Mo. 24
8. Use community and partner network information to continue resource development activity.	Program Coordinators/peer specialist/cross cultural mentor	Mo. 15	Ongoing
9. Implement newly funded projects.	Program Coordinators/peer specialist/cross cultural mentor	Mo. 24	Mo. 24
10. Engage community and partners in operation and monitoring of those projects.	Program Coordinators/program staff	Mo. 24	Ongoing
Criteria for Evaluating Results or Benefits Expected: <ul style="list-style-type: none"> ▪ Community members and partner organizations participate in planning and awareness building ▪ A new directory of potential Federal and non-Federal funding sources developed ▪ At least 5 new funding applications submitted ▪ At least 2 new funding streams established 			

Objective 3

To reconnect our cultural practices with NHFS community wellness services by the end of year 3.

Results or Benefits Expected:

- Permanent Traditional Wellness Standing Committee to oversee traditional culture-wellness program integration
- Outreach conducted with community to get their feedback on traditional culture- wellness program connections
- Partnerships established to support cultural integration and inclusion of traditional activities into NHFS programs
- Strategies for wellness program inclusion into cultural programs created
- Strategies for cultural program inclusion into wellness programs created

Activities	Position Responsible	Time Period	
		Begin	End
1. Develop Traditional Wellness Standing Committee with elders, speakers, traditional leaders and service providers on Committee	Program Coordinators/staff	Mo. 28	Mo. 30
2. Standing Committee engages in community outreach to explore current structure of cultural enhancement activity and support services in the community and identify components of programs that could be built into cultural community wellness package.	Program Coordinators/staff	Mo. 30	Mo. 31
3. Standing Committee develops recommendations for incorporating traditional wellness components into education programs including HeadStart, and shares those recommendations with program providers.	Program Coordinators/staff	Mo. 32	Mo. 33
4. Standing Committee develops recommendations for incorporating traditional wellness components into NHFS programs and shares those recommendations with program providers	Program Coordinators/staff	Mo. 33	Mo. 34
5. Standing Committee develops recommendations for incorporating traditional wellness concepts into language, JOM and other cultural enhancement programs and shares those recommendations.	Program Coordinators/staff	Mo. 34	Mo. 35
6. Report to community on strategies for traditional wellness integration into program activities.	Program Coordinators/staff	Mo. 35	Mo. 35
7. Establish process for continual coordination of cultural and wellness work through Standing Committee.	Program Coordinators/staff	Mo. 35	Mo. 36
8. Draft Tribal Policy ensuring wellness program partnerships with programs to support cultural integration and traditional activities that enhance wellness service delivery and effectiveness.	Program Coordinators/staff	Mo. 36	Mo. 36

Criteria for Evaluating Results or Benefits Expected:

- Standing Committee created to ensure traditional cultural elements are part of wellness initiatives
- Outreach conducted with community on traditional culture-wellness programs integration is documented
- Standing Committee recommendations on current program-wellness program-cultural component integration are produced and utilized
- Tribal Council creates policy ensuring current program-wellness program-cultural component integration

Objective 4

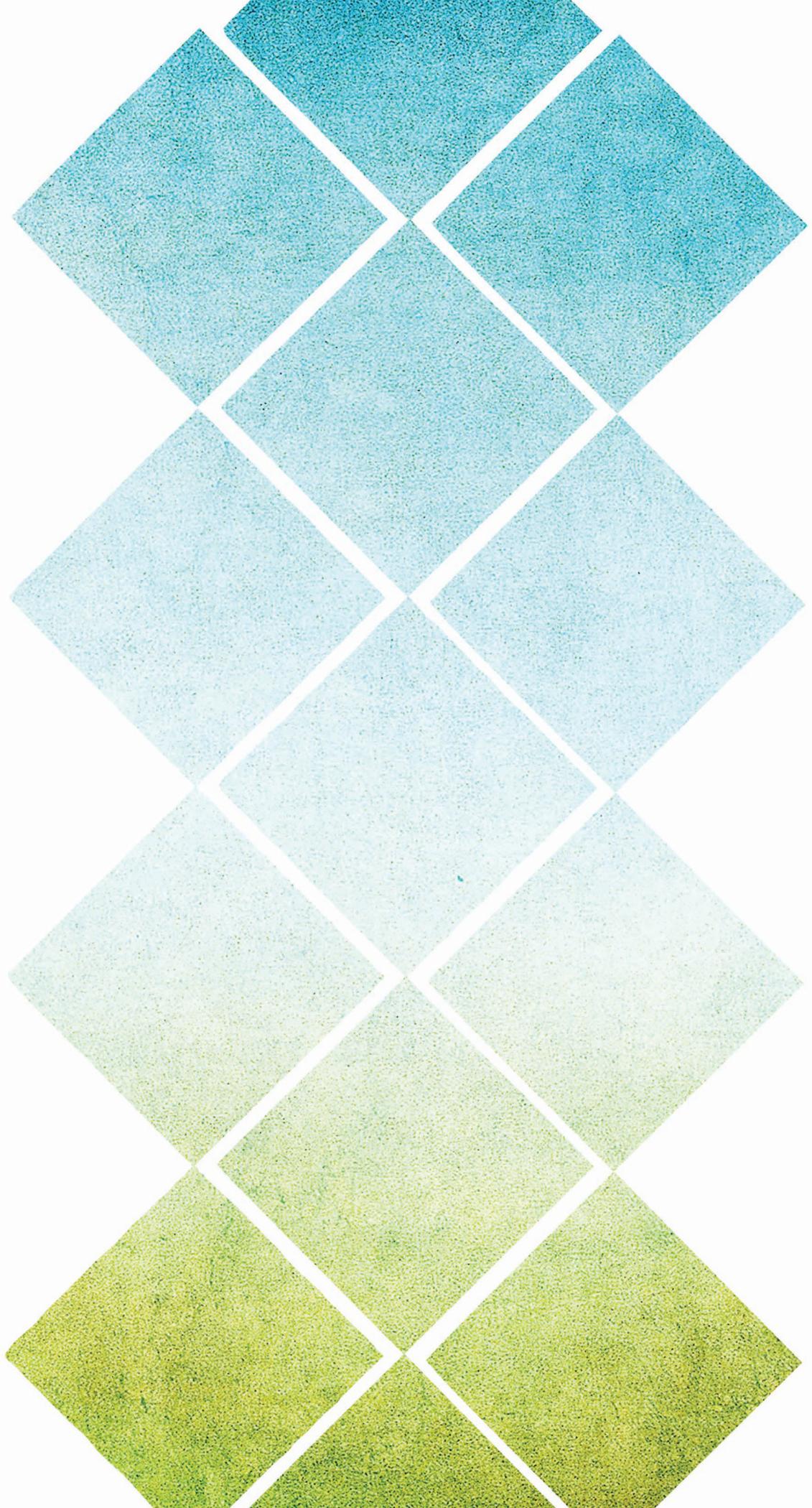
To expand and improve facilities for Nambe Healthy Family Services by the end of year 5.

Results or Benefits Expected:

- Healthy Family Services (HFS) facility report
- HFS preliminary design and site plan created
- Facility and infrastructure budgets created
- Operational budgets developed
- Presentation of long-term HFS facilities plan and funding recommendations to Tribal Council

Activities	Position Responsible	Time Period	
		Begin	End
1. Create Steering Committee that includes community, partner, Tribal Council and funder representation to meet quarterly and oversee project.	Program Coordinators/ Staff/ Tribal Administration		
2. Engage in community hearings to gather members' recommendations on services housed in Healthy Family Services facility, facility configuration and facility location.	Program Coordinators/ Staff/ Tribal Administration	Mo. 8	Ongoing
3. Secure information from any internal/external partners that would collocate in facility to create broader continuum of services for community on space and design requirements.	Program Coordinators/ Staff/ Tribal Administration	Mo. 9	Ongoing
4. Secure information from IHS, OVW and other service funders on any space and staffing requirements that should be considered in facility planning.	Program Coordinators/ Staff/ Tribal Administration	Mo. 9	Mo. 11
5. Draft analysis of current and future facility requirements for Behavioral Health Services (BHS) and analyze other BHS facility requirements.	Program Coordinators/staff	Mo. 11	Mo. 12
6. Steering Committee reviews analysis, provides recommendations on design, setting and next steps.	Program Coordinators/staff	Mo. 12	Mo. 15
7. Revise plans as needed.	Program Coordinators/staff	Mo. 16	Mo. 20
8. Develop specs and cost estimates for required on-site and off-site improvements associated with facility (parking, street widening and access, sewer/water/storm drain improvements).	Program Coordinators/staff	Mo. 20	Mo. 24
9. Prepare long-term onsite/offsite master plan for development of facilities and operational cost estimates for BHS.	Program Coordinators/ Staff/ Tribal Administration	Mo. 25	Mo. 27
10. Steering Committee reviews master plan, operational cost projections, revenue projects (including 3rd party billing) provides recommendations on design, setting, specifications and next steps.	Program Coordinators/ Staff/ Tribal Administration		

11. Present long-term plan for development of facilities to Tribal Council and discuss plans for facility financing.	Program Coordinators/ Staff/ Tribal Administration	Mo. 29	Mo. 34
12. Initiate work on funding.	Program Coordinators/ Staff/ Tribal Administration	Mo. 36	Mo. 60
<p>Criteria for Evaluating Results or Benefits Expected:</p> <ul style="list-style-type: none"> ▪ Steering committee representing all key parties and oversees project operation ▪ Community and partner involvement with facility planning, coordinated with Objective 1, community and partner outreach/engagement ▪ Healthy Family Services (HFS) facility report developed ▪ HFS long-term facilities plan, infrastructure plan and cost projections developed ▪ Operational budget created ▪ Income stream, including 3rd party billings identified and estimated ▪ Long-term HFS facilities plan, construction costs and operational budget presented to Tribal Council ▪ Funding strategies identified and work on funding initiated 			



TOOL: IDENTIFYING COMMUNITY GOALS AND ORGANIZATIONAL GOALS

Describe or cite your community's long range goals:	Where can statements of those goals be found? (e.g. Comprehensive Plan, Tribal strategic plan, etc.)
Describe the people of the community that developed the long range goals:	
Describe or cite your organization's long range goals for sustainable operation and program impacts:	Where can statements of those goals be found? (e.g. outreach materials, strategic plan, etc.)
Describe the members of the organizational community that developed the long range goals:	

TOOL: DEFINING THE CURRENT CONDITION

ANSWER THE FOLLOWING QUESTIONS USING DATA FROM YOUR COMMUNITY	
Who is being impacted? Who is the "community?"	
What is the condition preventing this community from reaching the selected long range goal(s)?	
Where is this condition occurring?	
Why does this condition occur?	
What evidence do you have to show this condition is a problem?	
What will happen if your problem is resolved?	
What role does your tribe/organization play in addressing this problem?	
USE THE INFORMATION YOU HAVE JUST PROVIDED AND COMPILE THE DETAILS INTO ONE STATEMENT THAT DESCRIBES THE PROBLEM:	

TOOL: WRITING A GOAL STATEMENT

Write your Long Range Goal

Write your Current Condition/Problem Statement

Write the Project Goal Statement (that describes what the project will accomplish that the reduces the problem and moves the community toward long range goal conditions)

TOOL: SELECTING AN APPROACH

Identify three approaches that could solve the problem identified in the previous activities:

Describe the community support and ownership for each of the alternatives:

What key individuals/decision makers in the community and partners support each project idea?

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.
- 8.

TOOL: DEVELOPING PROJECT OUTCOME-BASED OBJECTIVES AND ACTIVITIES

Draft an outcome-based objective for your project:

--

After you have drafted your objective, answer the following questions:

Objective Components	Yes	No
Is the objective specific?		
Is the objective measurable?		
Is the objective achievable?		
Is the objective result-oriented?		
Is the objective time bound?		

If you answered “no” to any question in part 2, above, revise your objective accordingly.

Now create a series of activities that will accomplish the objective when they are completed.

ACTIVITY	RESPONSIBLE PARTY
PROJECT OUTPUTS	
LIST TWO OUTPUTS THAT WILL HELP PRODUCE THE OUTCOME LISTED IN EXERCISE 8	

Fill in the following chart to describe the current condition the project will address, an outcome that the project will create, and the project impact.

Current Community Condition (Problem):	
Outcome (Positive change that occurs during initial project period):	
Impact (Long-term/ continuing positive change caused by project):	

TOOL: STRATEGIC PLAN TEMPLATE

MISSION	What is the mission of your organization?
VISION	What is the vision of your organization?
CORE VALUES	What is one of your organization's core values? List and describe here.
	What is your organization's core values? List and describe here. Continue as needed.
HISTORY	Describe your organization's history here.

ENVIRONMENTAL ANALYSIS	Internal Environment: For this SWOT Analysis, briefly describe what the internal environment mean to your organization.	
	Strengths: List your organization’s strengths according to the internal environment in which it operates.	Weakness: List your organization’s weakness according to the internal environment in which it operates.
	External Environment: Briefly describe what the external environment means to your organization.	
PLAN GOALS	Opportunities: List your organization’s future opportunities according to the external environment in which it currently operates.	Threats: List your organization’s future threats according to the external environment in which it currently operates.
Briefly describe the mail goals(s) of your organization and how you see this strategic plan aiding your organization in staying on target.		

LONG TERM OBJECTIVE (S)	What is one of your organization's long-term objectives in obtaining and sustaining your plan goal(s)?
	What is your organization's second long-term objective in obtaining and sustaining your plan goal(s)? List and describe here. Continue as needed.
SHORT TERM OBJECTIVE (S)	What is one of your organization's short-term objectives in obtaining and sustaining long-term objectives? List and describe here.
	What your organization's second short-term objective in obtaining and sustaining long-term objectives? List and describe here. Continue as needed.

OPERATIONAL STRATEGIES	OBJECTIVE 1: List you first tong-term objective here.	
	STRATEGY 1.1: List your first strategy based on short-term objectives here	
	TACTICS: List the key points needed to complete this strategy.	MEASUREMENTS: List the way in which you will measure and monitor achievement of tactics.
	Step by Step procedures: List any individual steps your organization needs to take in order to complete each tactic.	
	STRATEGY 1.2: List your second strategy here. Fill in the table as above.	
	TACTICS:	MEASUREMENTS:
	Step by Step procedures:	
	STRATEGY 1.3: List your third strategy here. Fill in the table as above.	
	TACTICS:	MEASUREMENTS:
Step by Step procedures:		

OPERATIONAL STRATEGIES	OBJECTIVE 2: List your second long-term objectives here. Continue as needed.	
	STRATEGY 2.1: List your first strategy for Objective 2 here.	
	TACTICS: List the key points needed to complete this strategy.	MEASUREMENTS: List the way in which you will measure and monitor achievement of tactics.
	Step by Step procedures: List any individual steps your organization needs to take in order to complete each tactic. Fill in the form below for each Objective and Strategy needed.	
	STRATEGY 2.2: List your second strategy here. Fill in the table as above.	
	TACTICS:	MEASUREMENTS:
	Step by Step procedures:	
	STRATEGY 2.3:	
	TACTICS:	MEASUREMENTS:
Step by Step procedures:		

OPERATIONAL STRATEGIES	OBJECTIVE 3	
	STRATEGY 3.	
	TACTICS:	MEASUREMENTS:
	Step by Step procedures:	
	STRATEGY 3.2	
	TACTICS:	MEASUREMENTS:
	Step by Step procedures:	
	STRATEGY 3.3	
	TACTICS:	MEASUREMENTS:
Step by Step procedures:		

OPERATIONAL STRATEGIES

OBJECTIVE 4

STRATEGY 4.1

TACTICS:

MEASUREMENTS:

Step by Step procedures:

STRATEGY 4.2

TACTICS:

MEASUREMENTS:

Step by Step procedures:

STRATEGY 4.3

TACTICS:

MEASUREMENTS:

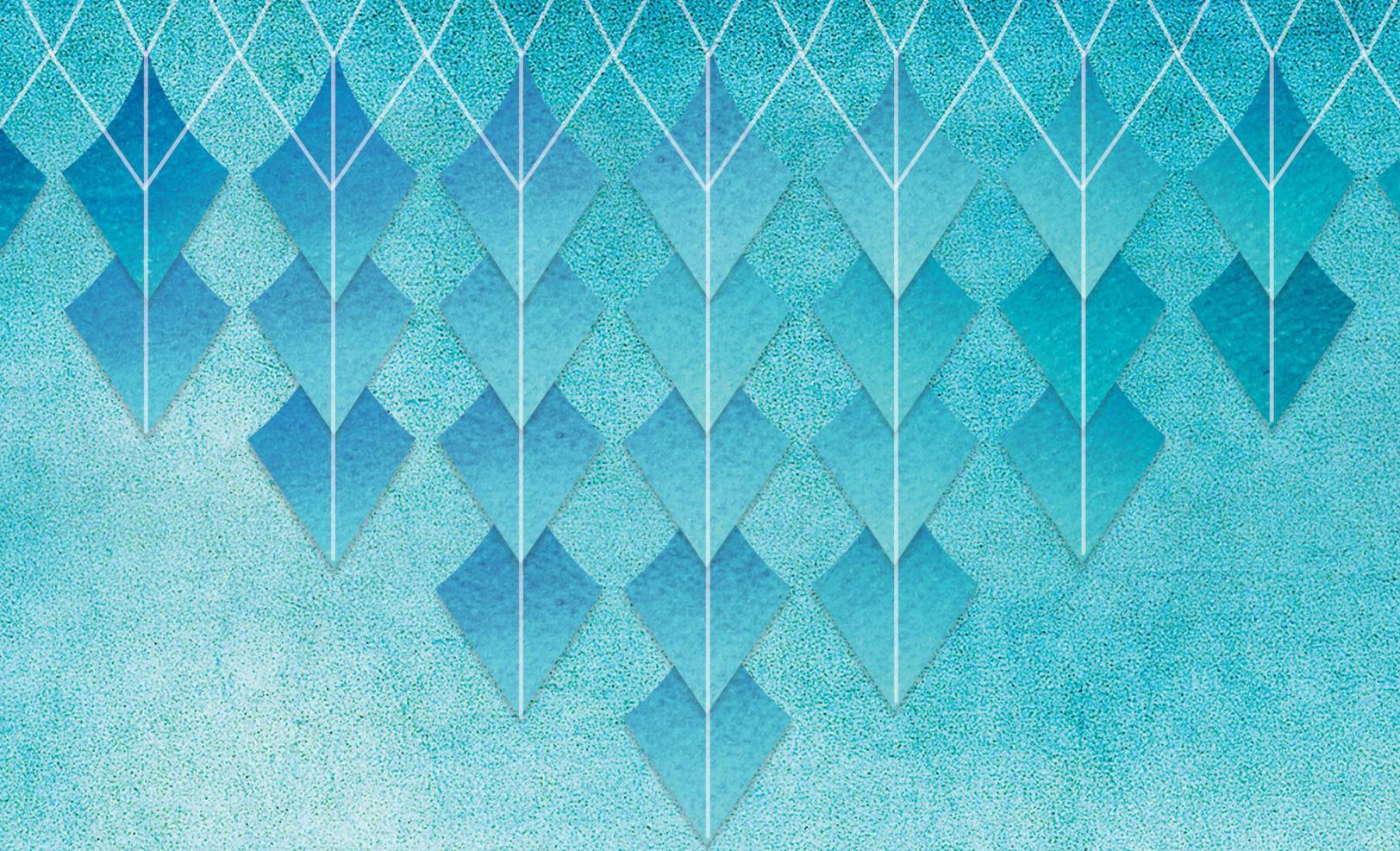
Step by Step procedures:

RECOMMENDATIONS AND NEXT STEPS

List and describe the next steps and recommendations that your organization can begin to address immediately as you work towards each tactic, strategy, and objective.

CASE STUDY(S)

List and describe successful organizations that resemble your organization, operate in a similar environment, or are accomplishing goals similar to yours. Analyze one or several as needed.



LEVERAGED RESOURCES

LEVERAGED RESOURCES

CONTENT

Resources

- i. Example of Community Asset Map 92
- ii. Procedure for Tracking Leveraged Resources 93

Tools

- i. Community Asset Mapping 97
- ii. Tool 1 – Tracking Leveraged Resource Goods 99
- iii. Tool 2 – Tracking Leveraged Resource Services 100

EXAMPLE OF COMMUNITY ASSET MAP

Gaps in Capacity/Resources	Organization	Relationship
Support services for project participants	Government of Guam	Intermittent
	Catholic Social Services	None
	Salvation Army	Intermittent
	Erica's House	Strong
	WestCare	Strong
Establishing a fee for service enterprise	Minority Business Development Agency (MBDA)	Weak
	Senior Corp of Retired Executives (SCORE)	Weak
	Sanctuary, Inc.	Strong
	University of Guam	Intermittent
	Ernst & Young LLP	None
Proposal writing	Sanctuary, Inc.	Strong
	Volunteers In Service to America (VISTA)	Weak
	University of Guam	Intermittent
	Guam Community College (GCC)	Weak
	Government of Guam	Intermittent

List Present or Potential Partners for Collaboration:

Government of Guam: Need to strength current department relationships and expand to all government departments.

1. Catholic Social Services: Need to develop partnership for sharing of resources.
2. MBDA: Need to strengthen relationship and establish partnership
3. SCORE: Need to establish a working relationship and possible partnership
4. Ernest & Young LLP: See if they will provide pro bono assistance
5. VISTA: Request a VISTA Volunteer to help with proposal writing
6. University of Guam: Provide training on proposal writing
7. GCC: Partnership to work on joint projects and assist with proposal (s)

PROCEDURE FOR TRACKING LEVERAGED RESOURCES

Purpose: To accurately document all leveraged resources goods and services received by (Enter agency/organization name). Leveraged resources are resources provided by internal or external partners that expand the project scope of work but are not a part of the project budget.

Procedures

1. Donor
 - a. Identifies all leveraged resources goods and services that are being given to the Program.
 - b. Reviews all leveraged resources goods and services forms for accuracy.
 - c. Submits the leveraged resources goods and services form to (Enter agency/organization name) on the appropriate form.
2. Volunteer
 - a. Records the following information for leveraged resources services:
 - b. Date service provided.
 - c. A description of the service provided.
 - d. The time the volunteer began donating time.
 - e. The time the volunteer finished donating time.
 - f. The per hour value of the service provided.
 - g. The total value of the donated time.
 - h. Initial each day that time was donated to the program.
 - i. Signs the leveraged resources services form.
 - j. Submits the completed form to the Project Director.
3. Project Director
 - a. Records the following information for leveraged resources goods:
 - b. Date item donated to the Program.
 - c. A description of the item donated.
 - d. The fair market value of the item donated.
 - e. Secures the signature of the individual donating.
 - f. Submits to the Executive Director on a monthly basis.
4. (Enter agency/organization name) Executive Director
 - a. Reviews all donated goods and services and submits to the (Enter agency/organization name) Accounting for processing.

5. Bookkeeper

- a. Enters the dollar value of the leveraged resources goods and services received into the appropriate accounting records.

Additional Information

1. To determine the value to place on a service you can either use the Internet to check the state wage determinations for your state or you can go to the Bureau of [Labor Statistics](#) and find an hourly rate for the service performed by the volunteer.
2. To determine the value to place on goods donated to your project or organization check on the Internet for the cost to purchase the items.
3. All leveraged resources goods and services must not also be counted as required non-federal share for a specific grant or subaward.

Forms

1. (Enter agency/organization name) Leveraged resources - Goods
2. (Enter agency/organization name) Leveraged resources – Services

LEVERAGED RESOURCES TOOLS

DEVELOPING AN ASSET MAP

STEP 1

Using the worksheet on the next page, list gaps in your organization's project, program development, and operation capacity on the left side. Examples of gaps might be:

- No expertise in specific functional areas (project evaluation or developing procurement policies, for example).
- No or limited experience in designing and operating a project that is supposed to generate revenue to sustain itself.

STEP 2

In the middle column of the next page, write down some organizations, individuals, and any resources that exist within your community that could/would assist in closing those gaps.

STEP 3

After all the organizations, individuals, and other resources have been identified, evaluate your organization's current working relationship with the organizations, individuals, and other resources using the following categories:

- Strong: Indicates ongoing working relationship.
- Intermittent: Indicates a working relationship that only occurs given certain situations.
- Weak: Indicates a resource that you think you should collaborate with but have not.
- None: Indicates no working relationship at all.

STEP 4

From the information in step three, identify present or potential collaborations which could reduce or eliminate critical gaps in your organization's capacity and capability.

TOOL NO. 1: TRACKING LEVERAGED RESOURCES - GOODS

DATE	ITEM DONATED	TOTAL VALUE

I certify that the above items was donated to the

Typed / Printed Name

Date

Donor Signature

Project Director

Executive Director



VOLUNTEERS

DESIGNING AND MANAGING A VOLUNTEER PROGRAM GUIDEBOOK

CONTENT

Resources

- i. Designing and Managing a Volunteer Program Guidebook 104
- ii. Sample Volunteer Handbook 128

Tools

- i. Tool for Identifying Project/Organization Need for Volunteers 140
- ii. Tool for Assessing Internal Readiness of Project/Organization for Managing Volunteers 142
- iii. Planning Volunteer Recruitment Methods Template 143
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DESIGNING AND MANAGING A VOLUNTEER PROGRAM GUIDEBOOK

Manuals and workbooks on planning a volunteer project usually present a comprehensive set of instructions on how to plan and implement a volunteer operation within an organization. Those training tools focus on changing standard agency practices and routines to incorporate volunteers into an organization's operation; acquiring and budgeting funds for the initiative and creating structural relationships to link the volunteer project into the organization. Most of those training tools present an eight to fifteen step process for developing a well-structured volunteer project. Here is an example of one of those planning and development frameworks:

1. Gather ideas and develop a case statement for adding a volunteer operation
2. Get buy-in from agency leadership and staff
3. Do initial project design
4. Develop the resources needed for the volunteer project
5. Find training for the person who will lead the volunteer project
6. Keep up on trends in volunteerism and design your project to capitalize on them
7. Determine the structure of the volunteer project
8. Address risk management issues
9. Determine if there are legal issues to address
10. Design volunteer recruitment
11. Dive in and start
12. Recognize volunteers and design strategies to retain them
13. Let stakeholders know what happened
14. Plan what's next

Looking at this list of critical tasks can be discouraging if you are operating a project that is relatively small and will not be creating a volunteer project as part of an agency-wide process (with many of the organizational responsibilities carried out by departmental management staff). This resource manual provides technical assistance in developing volunteer projects that focus on specific sets of project activities and organizational functions.

By using a targeted approach to volunteer project development that builds volunteer components in a limited project area, the advantages associated with volunteer project operation can be phased in on a graduated basis or focus during targeted components of the project. This graduated approach to volunteer development results in integration of service work with critical tasks and project elements while limiting outlays of funds and personnel time required to plan and implement it.

The approach that we follow for the incremental building of volunteer project operations focuses on involving community members in designing and initiating volunteer projects. It describes a community-based, rather than agency-based approach for developing a volunteer component for your project. This approach increases public support for project operation and helps community members understand the

work and planning behind decisions regarding structuring and implementing the volunteer operation. This approach also helps build community conversations about the project in our communities. As a result, a community based approach to developing volunteerism will help expand efforts beyond limits imposed by personnel ceilings, budget constraints and project workplans – including those ceilings and constraints that relate to volunteer activities. It will increase community awareness and involvement in the project.

We used work done by the Corporation for National and Community Service (CNCS) in designing our targeted volunteer initiative strategy. In 2005, the Corporation identified eight core competencies of successful service organizations. “Volunteer leveraging” is identified by CNCS as the second of the competency areas. The Corporation’s recommendations on structuring a volunteer project include:

Know the Basics of Volunteer Project Design and Management

- Effective volunteer management requires planning and a solid infrastructure.
- Make sure you have planned for the time and resources it takes to keep a volunteer project running efficiently.
- Remember that volunteers need job descriptions and training.
- Recruiting requires a plan and making enough asks.

Know the Motivation of Your Volunteers

- Consider that motivation underlies all elements of volunteer management.
- Project staff must understand volunteer motivation to effectively recruit and train them.
- Make service interesting, and the volunteer will want to come back.

Reach Out to Diverse Groups

- Strong volunteer projects engage diverse participants.

Be sure that key members of your organization are on-board with your efforts

These recommendations provide some of the structure for this manual. However, we have modified the agency-centric focus that the Corporation and most other entities providing guidance on volunteer project design and development use to describe volunteer development work. The community-based approach presented in this manual for building volunteer project operations to strengthen operations balances building the organization’s internal framework for inclusion of a volunteer component in its operation with the direction, support and sustainable assistance that comes from engaging the community in that effort. The following section of this manual discusses strategies for involving the community in designing and developing volunteer elements for your project. The results and benefits of this approach to creating volunteer support for the project include products and positive changes that will enhance community awareness of and support for your project as well as enhancing project operation.

COMMUNITY BASED PLANNING

Securing community involvement in planning how to build a volunteer component for your project requires the knowledge and skills necessary to set up and conduct or facilitate effective planning sessions, large meetings, and presentations. Meetings on building the project's volunteer component should be held throughout the planning and development process. These meetings serve as a means to review progress made in carrying out community recommendations on structuring the project and secure input on next steps to explore in design and implementation of that component.

Work to ensure that the community engaged in this project planning exercise includes representation from such groups as community elders, local school student population, other projects' recipients, businesses and other definable sub-populations found in your community. The broader the community base in your planning process, the more support you likely to have and the better the chance of sustainability through community underwriting.

Success in securing community participation in volunteer activities will depend, in part, on how you engage community members' involvement in the volunteer planning process and the way in which you involve community members in the decision-making process. Community members are more likely to get involved and stay involved with activities that they feel are meaningful to them and their community and when they believe that their involvement makes a positive difference. The path you take to involve community members in planning and implementing your volunteer project enhancements must clearly show how community members participation will made a positive difference in the effectiveness of your project's operation.

Connecting with the Community in Program Planning: Getting the Word Out

Community-based planning is challenging—especially in its start-up phases. Here are some approaches that might be helpful in building outreach efforts that will attract community members to your gatherings. Remember that these outreach efforts should be framed in the context of potential project impacts in your community as well as establishing community approaches and a group of community members who will contribute time, effort and talent to your project. Here are some approaches for publicizing that effort:

1. Create highly visible and interesting flyers and post them everywhere (post office, airport, tribal offices, stores, schools, clinics, laundromats, churches, etc.). The flyer should briefly and clearly state the purpose of the meeting and why it is important to attend. Indicate the times the meeting starts and ends.
2. Create clear, concise and visually interesting electronic versions of your flyers to use on any social media websites that the tribe or organization may use (Email Lists, Facebook, YouTube, etc).
3. Ask all local media (radio, newspapers, and local television channels) to run free notices or public service announcements.
4. Post your meeting on any public calendars maintained in your community.
5. Elicit the help of community organizations to notify their members. Inviting them to become active participants right from the start is a good way to initiate the collaborative process.
6. Issue personal invitations to community leaders, elders, and any individuals you anticipate might have an interest in the project.

SELECTING APPROACHES FOR CONNECTING WITH THE COMMUNITY

List three strategies for community outreach for your volunteer project:	
Describe which segment(s) of the community each of the alternatives would attract:	
What commitments for volunteer activity would you want to secure through each approach?	

SUMMARY

Encouraging Attendance

It is often difficult to motivate people to leave home and attend a meeting, especially when the meeting is devoted to planning in specific project areas. Engaging in community outreach and notification work described above is one way of building a participant base. There are numerous ways to maximize attendance such as:

- Provide free childcare during the meeting.
- Offer door prizes that require the winner to be present.
- Offer free refreshments or organize a potluck supper.
- Make sure there are no scheduling conflicts with other community events. Or, conversely, hold your meeting in conjunction with other, relatively brief, local events; such as an award ceremony, a general council meeting, or a Head Start parent meeting.
- Choose the most convenient and appealing venue.
- Provide local entertainment at the conclusion of the meeting.

Here are some procedures to follow in setting up the community-based planning process for adding effective volunteer elements into targeted components of your project.

- **Keep records.**
It is important to document your public process, as documentation can be used to support project development decisions and can be useful in attracting other resources to your project as a result of the documented community support for volunteer project operation.
- **Use what already exists.**
A useful strategy to obtain participation is to think of groups that already exist in the community that could provide a forum for discussion of issues and strengthen approaches to the project. Cultural groups, schools, parent associations, advocacy groups, and other governing bodies and boards (HeadStart, Designated Housing Entity, Non profits, etc) can provide settings for that discussion.
- **Choose “wisely.”**
Meet with people who are viewed as wise about the community, such as elders and community leaders to secure their contributions. These people are functional leaders and can also help in encouraging support from others. Additionally, do not discount youth. Often, the youth will be substantial contributors to development of a volunteer framework and provide a connection point for both the youth and engaging their parents in planning volunteer support as well as for organizational capacity building.

STRUCTURES FOR COMMUNITY

There are a variety of community involvement processes that you can use in starting to plan for operation of a volunteer component. The following section describes some of the more widely used techniques. These approaches to community engagement and community-based planning are not mutually exclusive. As you will see, two or more of the strategies can be coordinated to create a well thought out plan for building a volunteer component.

Focus Groups

Invite individuals and partnering organizations who will benefit from your project idea to a gathering. The individuals invited should, at a minimum, include beneficiaries of the project, tribal council or board members, elders, and other interested partners who will benefit from or assist with the project. Establish three to five questions to help clarify what components of the project the volunteer operation could best address and seek input on how to develop those components of the project. Those questions should explore using volunteers in specific functional areas (participant services, administrative support, resource development, community outreach, etc). These questions will also serve to jumpstart and guide the group's discussion. Carefully record group and individual responses and ask follow-up questions that help clarify the scope and functions of volunteer activity. With permission of the group, record the session and summarize key findings. Be sure to include discussion on what type of impacts the volunteer operation will have in enhancing specific areas of the project, if successful.

Nominal Groups

For larger community gatherings, form groups of five to eight participants, encouraging the participants to form groups with people they do not know well. Assign a facilitator and a recorder for each group. The facilitator gives the participants a written statement of the problem(s) on which a volunteer addition to existing services could focus ("The most severe problems that we must in our community are x, y and z. We should create a volunteer supplement to our existing project that focuses on..."). Participants write down their ideas about problem areas to address on index cards without discussion with others in the group.

Each group then discusses their own ideas. The recorder writes down all comments on a flip chart for the entire group to see. After all ideas have been recorded, encourage each group to discuss the ideas listed on the flip charts. They may then clarify, compare, discuss, and agree on the wording of each collective idea statement. Each group then chooses its top five priority areas through a group voting process. Next, each group facilitator reports the group's priorities to the entire meeting. The entire population votes on individual group priorities to determine the top five problems that should be targeted as overall volunteer priorities. Discussion continues on how these volunteer operations would support the project and expand the impact of the project. This set of volunteer operation priorities becomes the basis for volunteer development.

Setting Group Priorities on Use of Volunteers

Building consensus in a community planning meeting can be difficult, but there are techniques to help move the process forward:

- Many similar ideas can be consolidated. Work with meeting participants to cluster related thoughts into logical groupings (health, public safety, culture, etc.).
- A consensus can be formed by vote. One effective method is to write all the group's suggestions on flip chart pages, then give each participant three sticky dots. Participants place dots next to the ideas they consider most important, and the ideas that receive the most dots become the group's top priorities.
- An alternative to the dot voting method is a community survey, in which participants are asked to choose their priorities from a list of suggestions made at the meeting. This method is much more time consuming and labor intensive, but has the benefit of potentially increasing community awareness and involvement in the planning process.

Steering Committee

Creating a Steering Committee is another process for building volunteer elements into your project and supporting those elements after they are created. The Committee could include community members, representatives from partner organizations and any other key stakeholder groups that have special interest in the outcome of the volunteer operation. A Steering Committee would allow for a structure that broadens community involvement by engaging specific community members and staff who are supporting planning efforts throughout the planning process

Members of the Steering Committee could act individually and collectively as a vocal and visible project champion in your community and within any organizations that are represented on the Committee. The Steering Committee can be involved in providing resources, assisting in securing funding, acting as liaisons to other groups and potential supporters, and fill other roles as defined by the project. The Steering Committee also could have a major role in overseeing and supporting operation of the volunteer project so that project staff would not have to set aside time from their full schedules for that purpose.

BASICS OF VOLUNTEER PROGRAM DESIGN AND MANAGEMENT

Assessment of Infrastructure

In deciding which component of your project is a priority for volunteer operation, it is important to identify the role volunteers could effectively play in your project and define your project's current capacity to design, implement, and manage a volunteer operation. By using a community-based planning process you will have increased the odds that community members will participate in the volunteer initiative. You will also have the added benefit of stimulating a community discussion about the need that your project works to eliminate.

You can continue this community discussion to build your volunteer support for project activities and community consensus that actively condemns domestic violence and sexual assault. At this point in the volunteer project development process, you will also need to focus on your organization's current capacity to manage a volunteer project. In this part of the planning process, think about structures already in place in your organization that support a volunteer project. **DO NOT BE DISCOURAGED IF YOUR ORGANIZATION/TRIBE DOES NOT HAVE AN INFRASTRUCTURE IN PLACE FOR VOLUNTEER PROJECT OPERATION.** And do not think that you will need to create that entire structure yourself before you can start work on building your volunteer support system. The purpose of assessing the current foundation for volunteerism in your organization is to explore whether new volunteer operations could fit into an existing framework that your tribe has in place. The Management of Volunteers tools contain an Internal Assessment on Readiness of project/organization for Managing Volunteers.

Earlier we indicated the importance of ensuring that all key parties in your organization are on-board with your organizational efforts. Working through the internal assessment with staff could be a way of ensuring that those individuals were supportive of your work. Rate your Tribe/Project in each of the eleven areas below to define work that should be addressed prior to the implementation of a volunteer project and to identify areas that could be worked on after the project's start-up.

Program Design

While community planning, working with community members to decide what you want the volunteers to do, you will have started the process of developing an idea of job responsibilities that will be carried out by volunteers. The next set of tasks in planning volunteer operation development will be creating position descriptions for volunteers. Volunteers need clearly defined jobs that have been thoughtfully prepared. The keys to recruiting, motivating, and supervising a volunteer are built into the job description.

A job description is a definition of a person's duties and responsibilities within the project. It is the final product of the job design process. This process should reflect four basic elements, which, once defined, will promote greater efficiency and require less management effort in project operation. These elements are:

1. Responsibility:

This is the actual task or tasks that the volunteer is expected to perform. This component of the position description should include both the goal toward which the volunteer is working and types of activities which the volunteer will be performing.

2. Authority:

This component defines the parameters within which the volunteer must work and explains the extent to which the volunteer can make decisions about how work is to be carried out.

3. Accountability:

Volunteer work should produce measurable achievements. Not holding the volunteer responsible for producing results is a subtle way of indicating that the work has limited value and importance. This component describes expected measurable products that his/her work will create and positive changes in conditions that his/her work will achieve.

4. Measurements:

These define how the volunteer will know if (s)he has successfully achieved the planned results and benefits defined by the work being done. These measurable results/outputs and benefits/outcomes should be discussed and agreed upon in advance with the volunteer.

This results-oriented approach to job design will help you, your volunteers, and your project effectively carry out its work because:

- You can manage a well-defined project easier than a loosely-defined one.
- Your volunteers will be able to see how their work benefits the community and experience a sense of achievement.
- Your project will operate more effectively and efficiently because volunteers are: clear about their responsibilities, understand what they are supposed to accomplish, and have a clear workplan to follow in carrying out their duties.

The job description is your planning tool to help your volunteers understand what is to be accomplished, what tasks are involved, what skills are required and other important details about the job. A job description provides an organized means of creating continuity in a job from one volunteer to the next. It is also a living document that should be revised as your project changes, or as the volunteer develops during their service with the project.

Job descriptions are the building blocks of your volunteer project, insofar as all recruiting, interviewing, placing, supervising, and evaluating is based on the information contained in the job description. The key to a good job description is to keep it short, succinct and clear.

The Management of Volunteers tools contain a template for creating a volunteer job description.

Recruiting Volunteers

Recruitment is the process of locating volunteers. Because you involved the community in planning this volunteer initiative, the strategies that are described below will be built on an existing layer of community awareness and understanding of your project. There are three basic ways of planning a recruitment project that builds on that foundation:

1. The “Warm Body” general recruitment
2. Targeted Recruitment
3. Concentric Circle Recruitment

The first method is usually called “Warm Body Recruitment.” This method is utilized when the volunteer positions you are attempting to fill fit one of two characteristics:

1. A very large number of volunteers will be required for a short period of time (as in a special event).
2. The volunteer job to be done lacks any special qualifications, and is one that most people can do if given some training.

The basic methods for this Warm Body Recruitment all involve simple dissemination of information about the project. These include:

- Distribution of brochures
- Posters
- Presentations to community groups
- Notices in periodicals
- Word of Mouth

The most effective recruitment technique is having your staff or volunteers ask their friends and acquaintances to volunteer. You can assist them by providing them with the information to make effective use of this “Word of Mouth” recruitment.

The second method is called “Targeted Recruitment.” Targeted Recruitment is the process of consciously planning a campaign the result of which is the delivery of your recruitment message to a small audience. Targeted recruitment is a desirable method when the job for which you are attempting to recruit requires some special skills or some characteristics that are not commonly found.

Planning a Targeted Recruitment campaign involves asking four questions:

- What do we need?
- Who could provide this?
- How can we communicate with them?
- What would motivate them?

By working through these questions you can develop for any volunteer job a means of identifying and locating potential volunteers who are likely to possess the qualifications that you need.

The third method of recruiting is called “Concentric Circles Recruitment.” This method involves identifying populations who are already in contact with your project and attempting to recruit them. Sample target populations might include:

- Your clients, their families and relatives.
- Alumni’ of your project.
- Friends of your volunteers and staff.
- People in the neighborhood in which you operate.
- People who have been affected by the problem you are attempting to solve.

The advantage of Concentric Circles Recruitment is that the target groups are already familiar with your project or with the problem you are addressing, or are being recruited via their connection with a friend of theirs. These factors make it more likely they can be persuaded to volunteer.

Every recruitment campaign must also have a compelling message. This message is your explanation of why your project is worthy of the donation of volunteer time that is being requested. The message should communicate in a short, simple, and direct manner to the volunteer the need that exists for their services and the good that they can do by volunteering. Be sure in this message that you strive to stress the need of the community, not simply the need of your project. Over-success in recruitment can be a serious problem for projects, since it results in accepting volunteers that you cannot make use of, or else rejecting applicants and risking their resentment

The final step in recruitment is actually asking someone to volunteer.

Screening and Selecting

Good interviewing skills are essential to performing the most critical volunteer management activity, matching a potential volunteer with a task and working environment they will enjoy.

Effective volunteer interviewing does not so much consist of examining an applicant’s suitability for one job as it does evaluating the ability and desire of that applicant to fit productively in some position within the project or organization. Employment interviewing focuses on the question, “Who can do this job?” Volunteer interviewing should focus on the more creative question, “Who will want to do this job?”

Purposes of Volunteer Interviews: A volunteer interview has to accomplish more than the usual employment interview. There are two basic purposes:

1. Identify “Fit”: This includes determining the interests and abilities of the potential volunteer, determining their suitability for particular jobs, and assessing their ‘Rightness’ for the organization, its style of operation, and its mission.
2. Recruit: This includes answering any questions or concerns that the potential volunteer may have and ‘selling’ the volunteer on their ability to make a contribution to the project and its clientele, or to derive personal satisfaction from helping.

The Interviewing Site: Since a volunteer interview requires a greater exploration of personal characteristics, site selection can be critical. Three attributes are critical:

1. Accessibility
2. Friendly atmosphere
3. Privacy

What the potential volunteer sees and feels during the interview may shape their attitude toward the project.

Pre-Interview Preparation: The following items should be ready before the interview:

- A list of possible jobs with descriptions of required work and qualifications.
- A list of questions related to each job.
- A completed application form by the volunteer with background information.
- A set of open-ended questions to explore the motivations of the volunteer.
- Information and materials on the tribe and its projects.

Opening the Interview: The beginning of the interview should focus on:

- Making the applicant feel welcome. Express appreciation for them meeting with you.
- Building rapport. Explain what you would like to accomplish and how they fit into the process. Let them know that their determination of whether volunteering would be suitable is the intent of the discussion. Let them feel 'in charge.'
- Giving them background about the project. Ask them what questions they have about the project and its purpose.

Conducting the Interview: The major portion of the interview should be devoted to:

- Exploration of the applicant's interests, abilities, and situation. Determine why the applicant is considering volunteering and what types of work environment they prefer.
- Discussion of various job possibilities. Explain the purpose and job setting and let the applicant consider them. Use this as an opportunity to let the applicant discuss how they would approach various jobs, which will tell you more about their intentions and interest.
- Discuss project requirements: time commitments, training requirements, paperwork, confidentiality rules, etc. Let the volunteer know what will be expected of them.
- Remember that you are still 'recruiting' the volunteer at this stage, so do not forget to explain why each job is important to the interests of the project and the clientele.
- Look for personality indicators that will help you in 'matching' this person to a situation where they will be happy. This can include items such as whether they smoke, desire individual or group work, and other preferences.

One of the important skills to possess during the interview is the ability to determine an unexpected talent in the volunteer and to begin to construct a possible volunteer role on the spot. This requires a good understanding of the Tribe and its projects. If you make use of volunteers to conduct interviews (at which they are great at building rapport and seeing things from the viewpoint of the potential volunteer) make sure they have a broad background about the project and its project needs.

Closing the Interview: The interview should be concluded by:

- Making an offer of a possible position to the volunteer, or politely explaining that you have no suitable openings for them at this time.
- Explaining what will happen next: making background or reference checks, scheduling a second interview with staff, scheduling a training session, etc. Explain the process, the timeframe, and the role of the volunteer in each stage.

QUESTIONS TO ASK POTENTIAL VOLUNTEERS AND INFORMATION TO PROVIDE

List at least 3 questions to ask each candidate about their knowledge and skills that relate to project champion duties:

List at least 3 questions that will explore a candidate's motivation for working as a project volunteer providing direct services to clients:

List at least 3 questions that will explore a candidate's motivation for working as a project volunteer providing clerical or administrative tasks:

Orientation and Training of Volunteers

Orientation and Training are the twin processes of providing volunteers with the information they require to perform their work effectively.

Orientation

“Orientation” involves giving volunteers an adequate background on the Tribe, project, its operation, and its procedures. Orientation is required because the volunteer needs to be made a part of the organizational environment, a process which requires the volunteer to understand what the organization is and how it operates.

A good orientation project will provide the volunteer with the following types of information:

- Description and history of the organization.
- Description of the overall projects and clientele of the organization.
- Description of the goals and direction of organization projects, including volunteer operations.
- An in-depth discussion of the volunteer position description, roles and responsibilities.
- Sketch of the organizational chart of the organization.
- Key contacts, including the designated volunteer supervisor.
- Orientation to the facilities and layout of the organization.
- Knowledge of general policies and procedures.
- Description of volunteer management system.

The purpose is to provide the volunteer with a context within which to work. The better the volunteer understands what the organization is and how it operates, the better the volunteer will be able to fit his or her own actions into proper methods of behavior and to display initiative in developing further ways to be helpful to the project.

DESIGN THE ORIENTATION PROGRAM FOR A VOLUNTEER

Subject Area	Areas To Be Covered	Time (i.e. 2 hours)	Individual Responsible

Training

“Training” is the process of instructing volunteers in the specific job-related skills and behavior that they will need to perform their particular volunteer job.

It is designed to tell the volunteer:

- How they are supposed to perform their particular job.
- What they are not supposed to do in their job.
- What to do if an emergency or unforeseen situation arises.

An effective training project operates by identifying the skills, knowledge and behavior which would be essential in good job performance and then designing a training format which instructs the volunteer. It should be practical, experiential, and tailored to the individual needs of the volunteer.

Involve both other staff and current volunteers in designing and delivering the training. In smaller organizations, use of volunteers in this set of activities can be particularly beneficial. Volunteers can assume key responsibilities in the training process, such as drafting material on how volunteers carry on duties and specific activities that are part of their responsibilities. They can also provide insights on any problem areas that volunteers encounter in carrying out the responsibilities of a specific job and how they successfully dealt with those issues.

Training material will focus on responsibilities associated with specific positions in the project and will address competencies that volunteers must master before serving as a volunteer. The training can take a number of weeks or months. In addition to building skills and knowledge for the potential volunteer, the training component will give you a sense of the commitment people are willing to make as well as an insight into their potential suitability for the role.

When structuring training, keep in mind that skills and abilities gained could also be attractive to the volunteer for a variety of reasons. For example, La Casa de las Madres in San Francisco requires all volunteers who will provide direct support to the women and children they serve to complete a domestic violence counselor training. The training curriculum contains between 40 and 50 hours of instruction and enables La Casa to certify that survivors will have access to consistent, appropriate, and confidential support to meet their needs.

The training provides a wealth of information and opportunities to explore its application in practice.

Topics include:

- Dynamics of domestic violence
- Peer counseling and active listening skills
- Effects of violence on children
- Civil, criminal, and immigration law
- Sexual assault
- Safety planning and crisis intervention
- Diversity and cultural competency

Successful completion of this training results in certification that meets California Code requirements. So, although courses are intensive and can result in people choosing to opt out of the volunteering experience, they also appeal to participants as a path to credentialing and employment. Your organization benefits by having a well-trained and committed group of volunteers.

Classroom training should be supplemented by on the job training. New skills might need to be learned; and even if the volunteer already has the skills, they still have to learn how the work is done in your particular organization. The methods of learning a new skill include:

- Demonstration: where the person is shown how to do something
- Mentoring: where an expert guides the person
- Coaching: where an expert teaches the person
- Experiential: where the person tries something and learns from the experience

It is important to help the volunteer understand how they fit into your organization and play an important role to the organization. Weave that theme into all the volunteer training activities that you develop for the project.

The tools for Management of Volunteers contains a template for designing the individual volunteer training plan.

VOLUNTEER SUPERVISION AND MANAGEMENT

Supervision of volunteers is essentially no different in concept or execution than supervision of any other type of staff for a project. It requires the same care and skills for interpersonal relations.

Some aspects of supervision, however, need an extra emphasis in the volunteer relationship. These include:

1. **Who Provides the Supervision** Is supervision to be provided by a volunteer coordinator or by the staff person with whom the volunteer will most closely be working? Both systems work, but it is essential to make sure that all parties are in agreement upon whom the responsibility for day-to-day supervision and management lays.
2. **Flexible Management** Volunteers must be treated as individuals, with recognition that their motivations are different and their styles are different. The supervisor must be able to accommodate individual variations. This may often require dealing with situations that do not occur in paid-staff situations, such as those that arise because the volunteer position may have a lower priority than other things that arise in an individual's life.
3. **Allocating Time for Management** The pervasive myth that volunteers are 'free' is often the bane of good management.

The structure of an effective volunteer management system is based on volunteer supervisors and management ensuring that both volunteers and staff are able to work effectively and agreeably together. Building effective working relations between paid staff and volunteers is a result of continually showing how utilization of volunteers is in the overall interest of both the staff person and the organization; for instance, that the benefit gained is worth the work required. We should be able to clearly demonstrate that our use of volunteers results in a reduction in staff work load and also provides a level of work quality that remains consistently high.

We also want to ensure that staff feels as though they have some control over the process of volunteer utilization. If we have involved staff in the planning of the volunteer initiative, they should also be included in the development and design of volunteer jobs, screening, orienting, training, and volunteer supervision and evaluation.

Supervision, management and evaluation functions of a volunteer project are inter-related functions that are all built on the foundation of a well-designed job description. The job description is created to support and carry out key functions of your organization. This integration of volunteer project work into your organizational framework is essential for success of the volunteer initiative. That integration will also be an integral part of the process you use for managing volunteer positions. The volunteer management system should help structure and support the work of the volunteer. It will also help ensure that the results and benefits of volunteer work effectively support and complement work carried out by staff.

The process described below is based on a Performance Management Plan approach for working with volunteer operations. It is built on helping volunteers focus on key performance areas in their work. It is a system that can be used for both volunteer and staff management.

VOLUNTEER EVALUATION

Many volunteer projects do not have a process for volunteer evaluation, except in a very loose sense. Evaluation, however, is not something to be avoided, especially if you realize that it can actually be a very positive management device.

Why Evaluate Volunteers

There are four basic reasons for conducting a volunteer evaluation:

1. To help the volunteer work closer to their potential.
2. To help the project better involve volunteers.
3. To build project effectiveness.
4. To assess the organizations linkages with the community.

Most volunteers want to do the best job that they can. The absence of feedback and assistance can be both demeaning and disturbing to them. Many, if not most, volunteers appreciate the message that an evaluation sends: "You are important to us; the work you do is important to the organization and the community; we want to explore with you how that work is going." The assessment process can benefit the organization as well as the volunteer. The organization may receive information on how to improve its structures and internal dynamics as well as insights on how the community sees its role, value and worth.

A periodic volunteer evaluation can help shape the overall performance of the volunteer, but it cannot and should not replace the day-to-day, on-site coaching and supervision that must occur.

Setting up the Evaluation System

There are a number of ways to develop an evaluation system. The first issue to be faced is what to call it. Here are some possibilities:

- Evaluation system
- Performance assessment system
- Work appraisal
- Progress planning
- Feedback

Clearly these have different connotations. One suggestion is that you call the system by the same terminology as is used for paid staff, since this will send a clear message about job equality. You should also attempt to make the processes of the system congruent, if not identical, to that utilized with staff.

Whatever system you create should contain the following elements:

- A policy on performance appraisal and review.
- An initial trial period for all volunteers, before they are officially accepted and enrolled by the project.
- A system for developing and maintaining current and accurate job descriptions for each volunteer.

- A periodic scheduled evaluation meeting between the volunteer and their supervisor to discuss job performance and satisfaction.
- A method for reviewing commitments to change made during the evaluation meeting.

This system should be explained to each volunteer during their initial orientation session, and should be reviewed with each staff person who will be supervising volunteers.

Do not get trapped by the traditional “trait evaluation” format for conducting evaluations. In the past, a lot of evaluation work focused on how volunteers (and staff) looked and acted. Here’s an example of a “trait” evaluation format.

Area of Evaluation	Poor	Fair	Average	Good	Superior
Timeliness					
Attitude					
Work Ethic					
Cooperation					
Professional Appearance					
Follows Instructions					
Overall					

The trait evaluation has some value in describing how well volunteers get along with others and show up on time. But this type of appraisal does not evaluate what the volunteer accomplished. Measuring the extent to which the work done by volunteers (or staff) created positive change or results for the organization or the community should be the focus of the evaluation process. That process would be built around the “performance management” approach to project operation that we discussed in the previous sections of this workbook.

We began building this performance management structure with our work on job description development. The results-oriented approach to job design that we explored will help you, your volunteers, and your project effectively carry out its work. Without a good job description which outlines the goals, objectives, and performance measures of the job, the supervisor will not know what they are asking of the volunteer and the volunteer will not know what is expected of them. The management strategies that we just explored for working with volunteers, and the evaluation process we are exploring now are based on a performance approach to working with personnel and projects.

The evaluation session should be a two-way meeting. It is your chance to talk about the volunteer's performance, giving both positive feedback and suggestions for improvement. It should also be the volunteer's opportunity to talk about how their participation can be enhanced, which might even include discussing their moving to a new volunteer position. A sample evaluation form is located in the Management of Volunteer tools.

VOLUNTEER RECOGNITION

Volunteer recognition is the process of rewarding and motivating those volunteers who have contributed effectively to the organization. There are two basic types of volunteer recognition efforts; those are "Awards" and "Promotions."

Awards are the periodic provision of tokens of recognition to volunteers, both in a group and a one-to-one basis. Awards may be broken into two further categories.

The first is 'things,' including:

- Certificates
- Pins
- Group photographs
- Items of clothing, such as T-shirts, caps, etc.
- Small gifts

The second category is 'events,' including:

- Lunches and dinners
- Picnics
- Parties and celebrations
- Field trips
- National Volunteer Week celebration

Awards are particularly useful in generating a sense of group involvement among volunteers who do not often have an opportunity to gather together.

Promotions are a way to instill greater responsibility on your volunteer in acknowledgment of their increasing skills, knowledge and importance to the organization. By promoting a volunteer from, for instance, a general role that may have come about through Warm Body recruitment to a more specific, targeted role, the volunteer will feel respected and have a greater sense of ownership within your organization.

In conducting both the above systems of recognition, there are a number of guidelines to keep in mind. These include:

- Granting recognition in a public forum, preferably among the peer group of the volunteer.
- Timing recognition so that it is as close as possible to the achievement of the volunteer that is being recognized. Recognition delayed is a much less effective form of reward. It is this factor that makes day-to-day rewards for good behavior so important.
- Tailoring recognition to the individual. Attempt to determine what type of recognition would be most meaningful to the particular individual. Some will prefer the more public type of 'thank you;' others will better appreciate the smaller, private recognition.
- Making sure that recognition is given sincerely. An artificial or 'slick' ceremony will be detected and resented. If you don't really mean it, do not do it.
- Making sure that recognition is fair. If you reward volunteers who are not performing well you will demotivate the volunteers who are performing well.

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