Sustainability: The Next Big Thing Begins Now

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Sustainability for publicly-funded behavioral health and justice grant programs: A model for stability and success.

Delmar, NY: SAMHSA’s GAINS Center for Behavioral Health and Justice Transformation

Be, Do, Know

- Start **early** with KNOWing what is needed for sustainability

- Move **early** to DOing things that promote sustainability

- **Repeat** the work of BEing sustainable
Start Early, and if not, Start Now

“Day 2”

- The time when a program incorporates an external, future focus into daily activities
- Establish sustainability early in a program’s DNA before day-to-day operations monopolize the agenda
Sustainability: Two Interlocking Pieces

CONCEPTUAL and PRACTICAL SUSTAINABILITY

- Conceptual (HEARTS) sustainability about perceived value
- Practical (MINDS) sustainability about quantifiable value
- Must build both over the long run
- Consider the time element to develop and deploy both
WHAT’S IT ALL ABOUT?

- Shaping the future
- “Land of ideas”
- Achieving the future by doing realistic, manageable activities now…
- …so your vision and mission is still relevant when the future arrives
Conceptual Sustainability Cycle

REPEATING ACTIVITIES (BE)

- **Know** what the heart -perceived value- wants
- **See (Know)** where you want to be
- **Know** how far you need to go
- **Check-In (Do)**
- **Create (Do)** your engagement mechanisms
KNOW What the Heart Wants

WHY DO YOU EXIST? WHAT IS YOUR PURPOSE?

- What events took place (are still taking place) that created the initial sense of purpose and/or sense of urgency?

- What is the need/problem/gap that created the program?

- What is/was the starting vision?

- Who were the initial supporters, champions and creators?
See (KNOW) Where You Want to Be

LOOKING THROUGH YOUR SUSTAINABILITY TELESCOPE

- Know what you want to sustain
- Environment
- Context
- Culture
KNOW How Far You Need to Go

SUSTAINABILITY PROGRESS “RULE OF THUMB”

- Achieve this % of your sustainability plan every year:

  \[
  \frac{1}{\text{Total years of established funding} - 1 \text{ year}}
  \]

- The final year of your funding is for shoring up sustainability

- Measure and celebrate your sustainability progress
Check-In (DO)

QUESTIONS TO KEEP ASKING

Year 1
- What is your organizational authority to act?
- What is your risk tolerance for collaboration?
- Who else is in your “neighborhood”?

Middle Years
- Are you sufficiently focused each day on sustainability?
- What new activities are you doing to shape the future?
- What new partnerships can you create?

Near the End
- What are we missing?
- What is new in the environment?
- What do we need to shore up?
CREATE (DO) YOUR ENGAGEMENT MECHANISMS

KEEP PEOPLE CONNECTED, INTERESTED AND FOCUSED BEFORE THE EXCITEMENT IS GONE

- Create your identity, appeal and value (brand)
- Become well known (presence)
- Enlarge your reach (capacity)
## Create (DO) Your Engagement Mechanisms

**EXAMPLES**

<table>
<thead>
<tr>
<th>Community Advisory Boards</th>
<th>Story of the month</th>
</tr>
</thead>
<tbody>
<tr>
<td>Newsletters</td>
<td>Social media</td>
</tr>
<tr>
<td>Thank you calls</td>
<td>Speakers bureau</td>
</tr>
<tr>
<td>Invitation to visit the program</td>
<td>“Investors” teleconference</td>
</tr>
<tr>
<td>Webinars</td>
<td>Community events - walks, runs</td>
</tr>
<tr>
<td>Weekly updates</td>
<td>Yours/Others???</td>
</tr>
</tbody>
</table>
Promote Your Program through TA!
Practical Sustainability

- Deals with **quantifiable** value – attractive/appeals to the mind
- Ability to spell out **with precision** Who? When? How Much?
- Chart it out, literally
- Codification in (legislation, policy, budgets, MOUs, etc..) is a measure of your success
Organizing to Gain Support

BIG QUESTIONS THAT NEED ANSWERS

- Who benefits from the project?
- In what way do they benefit?
- How much do they benefit?
- Can it be quantified?
- Money saved?
- Quality of life improved?
- Public safety improvements?
MORE QUESTIONS THAT NEED ANSWERS

- Whose support does the program want? Why?
- What can they do for you?
- How much and what type of support? Can it be quantified?
  - **Direct**: Funding, legislation, access to services or personnel, overcoming barriers
  - **Indirect**: Connect you with people who can do things
  - **Media coverage**: Spreading the gospel
- *Your project can never have too many friends*
Organizing to Gain Support

AND A FEW MORE QUESTIONS THAT NEED ANSWERS

- What information do you have?
- What data can you develop easily?
- What client successes can you share?
Sustaining Services

BE, DO, KNOW

- DO Simple, colorful examples tell the story you want told
- DO Create venues to share your examples
  - Chief Judge’s meetings, Veteran’s events, legislator briefings, federal visits, TA events, graduations
- DO Solid foundation of partnerships
- KNOW - What components to sustain
- KNOW - Options for funding after the grant
  - Initiate before funding ends - continuity matters
Sustaining Change Initiatives

PRIORITIES

- Securing champions
  - Look for people who control resources you need
  - Look for people with an interest in your population, type of project or problem you solve

- Strategies that matter:
  - What policy changes, training programs, etc. will make a difference in replication and adoption?
  - Which will not cost much? Which are a matter of changing the way resources are used?
Lagniappe

In Closing...

- Overlap between Conceptual and Practical sustainability
- Sustainability efforts are highly contextual activities
- Be open to the unexpected happening
- Social media

Start early, and if not, start now
A Discussion About the Future

- GAINS Center Blog Post handout “Sustainability 2.0”
- What is the next big thing for your criminal justice program?
  - What lies ahead? What events will change priorities?
  - From a program to a movement?
  - Innovation? Data sharing with the public
  - A Civic, systems approach
Three Premises of Sustainability 2.0

- Data (successes, failures, and all points in-between) being collected and outcomes being achieved by JDTR program sites is of interest to the wider citizenry.

- Programs have available to them methods by which to get their data in front of not just a larger audience than ever before but specifically your best audience.

- There are people out there right now who have ideas, knowledge, skills and talents that offer solutions we are not able to discover without them.
Sustainability 2.0

Will you accept the sustainability challenge?
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