Keep it Moving

Sustainability Planning for Youth Programs
Welcome Rockstars!
Meet Your Presenters

Raphaelle Richardson
Director, Consumer and Family Affairs Administration, DC Department of Behavioral Health

Raphaelle has years of youth program development and 3 years on staff at Youth MOVE National in Resource & Development. Her ongoing leadership now includes oversight of youth, family, and consumer affairs in the District.
Meet Your Presenters

Madeline Zielinski
Youth Program Specialist
Youth MOVE National

Madeline spent three years as the State Coordinator for Youth MOVE Indiana, starting up and growing the program to multiple chapters across the state. Now she works with Youth MOVE National to help others grow and sustain their own Youth MOVE Chapters!
Goooooals! (Learning Objectives)

- Learn about Youth MOVE National, chapter network, and youth movement at large
- Understand terminology, goal setting, and strategies
- Provide frameworks for youth organizations to create a long-term sustainability plan.
- Have Fun!
Part One: Understanding Sustainability
What Does Sustainability Mean?

★ Achieving financial Sustainability
★ Sustaining involvement from members
★ Recruiting new members
★ Buy-in from partners and decision makers
Sustainability Formula

What is it and how does it help us?

Youth Driven Leadership + Adaptability + Program Capacity = Sustainability
Youth Driven Leadership

Passionate youth advocates, and advocates for youth and supportive adults who are involved in the decision making process to meet the needs of youth with lived experience.

All leaders are clear on the mission and vision; motivate others to achieve the mission and vision; take decisive action when faced with challenges; engage internal and external stakeholders, and oversee the success of the program or chapter.
Adaptability

Ability to adjust resources, through changing circumstances and sources of support to meet the needs of the chapter or program.

It is creative problem solving, optimistic thinking, and strong management practices that leverage resources, data and cost-effective strategies to help leaders adjust to changing financial and cultural needs.
Program Capacity

Resources needed to enhance the mission, strategy, skills, systems, infrastructure and human resources in order to improve the outcomes of youth with lived experience.

Effectiveness will be largely determined by the ability of leaders to manage resources, such as number of staff (paid or unpaid), facilities to run the program, and skill level of individuals.
Non-Profit Lifecycle
Growth and Maturity

Stage 1: Imagine and Engage

This stage is characterized by enthusiasm, energy and creativity. At this point, the newly formed group has created a mission and vision. The group dreams of all the amazing things they can accomplish.

Stage 2: Found and Focus

This is the start-up phase in which a majority of the historical documents are created/gathered. The act of creating by-laws, an organizational chart and budget formally establishes the Chapter.
Growth and Maturity

Stage 3: Ground & Grow

Building a foundation by grounding activities and growing the “programs.” The Ground and Grow Stage can feel like “taking care of business”; but it also has numerous exciting opportunities, choices and challenges.

Stage 4: Rock on and Sustain!

This is the mature phase characterized by activities, programming and partnerships that are peaking; and sustaining the momentum is a high priority. Increasing concerns for documenting the process and procedures may slow creativity and growth.
Growth and Maturity

Stage 5: Renew and Review

In this stage the organization is reinventing itself in some way, shape, or form through a process of review and renewal. Thriving organizations revisit one or more aspects of their organization—mission, vision, products, services, structure—sometimes changing them drastically, sometimes only making slight innovations.
Group dynamic lifecycle (Tuckman)

**Forming**
Team acquaints and establishes ground rules. Formalities are preserved and members are treated as strangers.

**Storming**
Members start to communicate their feelings but still view themselves as individuals rather than part of the team. They resist control by group leaders and show hostility.

**Norming**
People feel part of the team and realize that they can achieve work if they accept other viewpoints.

**Performing**
The team works in an open and trusting atmosphere where flexibility is the key and hierarchy is of little importance.

**Adjourning**
The team conducts an assessment of the year and implements a plan for transitioning roles and recognizing members' contributions.
Ladder of Youth Involvement

1. Youth Initiated and Directed
   - Designed and run by youth and decisions made by youth

2. Youth Initiated, Shared Decisions with Adults
   - Designed and run by youth who share decisions with adults

3. Youth and Adult Initiated and Directed
   - Designed and run by youth and adults in full partnership

4. Adult Initiated, Shared Decisions with Youth
   - Minimum Youth Participation, designed and run by adults who share decisions with youth

5. Consulted and Informed
   - Designed and run by adults who consult with youth, Youth make recommendations that are considered by adults

6. Assigned and Informed
   - Youth do not initiate, but understand and have some sense of ownership

7. Tokenism
   - Symbolic representation by few, may not have genuine voice, may be asked to speak for the group they represent

8. Decoration
   - Adults use youth to promote or support a cause without informing youth

9. Manipulation
   - Youth are not involved in design or decisions; Youth involvement used by adults to communicate adults’ messages


Youth Move National
We are change agents “Motivating Others Through Voices of Experience”
Where is YOUR program in this cycle?

What about the Ladder of Youth Involvement?
Group Discussion

Application of sustainability formula in home community:

How do we bring it home?

Youth Driven Leadership + Adaptability + Program Capacity = Sustainability
BREAK!
Part Two: Get to Planning!
You CAN take it with you!: SMART goals and SOAR
S.M.A.R.T. Goals

SMART goals help a group identify realistic goals and make a plan for achieving those goals.

Specific
Measurable
Attainable
Relevant
Timely
Now it’s YOUR turn :D
Sustainability Mini-Series Video:
https://youtu.be/blauDqJhWQ0
1. Think of a goal
2. Write it on a sticky note
3. Stick it to the wall
1. Pick a sticky note goal
2. Do a SMART analysis on goal
3. Choose a goal!
Partnerships
Establishing Partnerships

Identify Core Needs

Partnerships are designed to address a very specific set of core needs and ongoing operations related to funding, activities, infrastructure and evaluation. Having a clear focus on your primary needs helps guide how your leadership team will invest time and resources.

→

Identify Partners

→

Build Partnerships

→

Maintain Partnerships
Identifying Needs

How can partners help?

- Space
- Funding
- In-kind donations
- Gift cards/items
- Members
- Exposure/promotion
- Trainings
Establishing Partnerships

Identify Core Needs

→

Identify Partners

Partnerships in which there is a clear mutual benefit are full of inspiration, excitement, clear and consistent understanding of purpose, open communication, and embrace differences in philosophies and work styles.

→

Build Partnerships

→

Maintain Partnerships
Establishing Partnerships

Identify Core Needs →

Identify Partners →

Build Partnerships

Start with the end in mind—what does the Youth Driven Leadership Team hope to achieve? Aim to connect purpose and youth activities to the mission, vision and goals of your potential partner.

→

Maintain Partnerships
Establishing Partnerships

Identify Core Needs

→

Identify Partners

→

Build Partnerships

→

Maintain Partnerships

It is important to put in place good systems for tracking and cultivating these partnerships to ensure that financial and time commitments do not outweigh the potential benefits.
What Partnerships Do We Already Have?
Are You on Target?
Circles of Support

1. Draw the rings of a target on a piece of paper.
2. Your youth organization is the center of the target.
3. Think about the partnerships you have and write them on the rings of the target. The closer they are to middle, the stronger the partnership.
4. Discussion- who’s missing from the circle?
Maintaining Partnerships

With members
With organizations
With the community

★ One-on-One engagement
★ Checking in
★ Incentives (stipends)
★ Find ways to use people’s talents
  ○ street team
  ○ social media
  ○ writing/speaking
Maintaining Partnerships

With members
With organizations
With the community

★ Find groups with similar missions/visions
★ Have accountability
  ○ find ways to support each other
  ○ written agreement
★ How can members help?
Maintaining Partnerships

With members
With organizations
With the community

★ Stay in the community eyes
★ Keeping public informed of projects
  ○ posting pictures
  ○ Write thank yous
★ Publicly acknowledge your partners
Diversified Funding is Key:
Where does your funding come from?

★ Fundraising
★ Grants/Foundations
★ Fee for service (consulting, keynotes)
★ Insurance/Medicaid Billing
★ Product Sales
★ Technical Assistance
S.O.A.R.

SOAR is similar to SWOT but more strength based!

It is a tool to help guide constructive conversations...
What’s Next?

As you embark on this journey to sustainability, it is a good idea to:

• Talk with a *Youth MOVE National staff* member to review, advise or facilitate your sustainability goals; including fundraising goals, funding plan creation and logic model development

• Create a small **team** of youth advocates, advocates for youth and supportive adults **to discuss sustainability**.

• Host regular **strategic planning sessions** to discuss the 5 stages with your sustainability team to help determine: Where the program/chapter is now? Where does the program/chapter want to go? How will the program/chapter get there?
Questions?
Other Resources

- Rockin’ Your Youth MOVEmement: A Guide to Rockstar Sustainability
- Community Toolbox: Developing a Logic Model or Theory of Change
- Grassroots Fundraising Journal
- Dare to Dream America Awards
Thanks for hanging out!
Contact Us!

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