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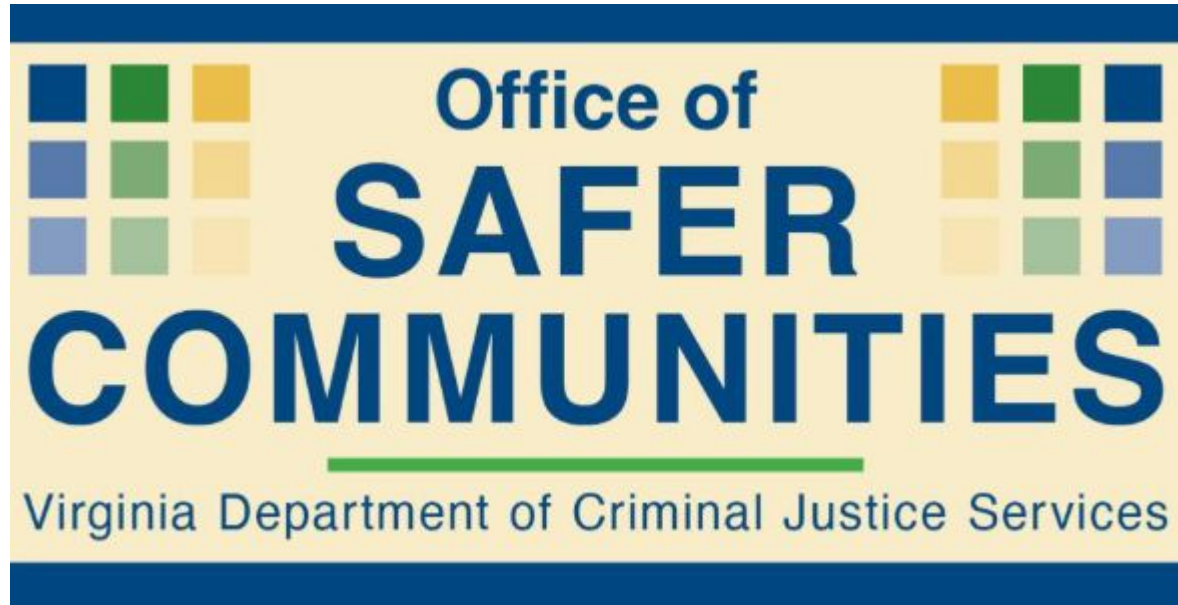
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# USING DATA FOR GROWTH & SUSTAINABILITY

Tips for Grantees

Developed for 'The Department of Criminal Justice Services'

Office of Safer Communities



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# JESS C. SMITH

## PROJECT DIRECTOR

DR. SMITH CURRENTLY SERVES AS PROJECT DIRECTOR FOR CRIMINAL JUSTICE RELATED RESEARCH PROJECTS AT THE VCU WILDER SCHOOL'S CENTER FOR PUBLIC POLICY. A TWO-TIME GRADUATE OF THE WILDER SCHOOL, DR. SMITH EARNED HER PH.D. AND M.S. DEGREES IN PUBLIC POLICY AND CRIMINAL JUSTICE AND HAS ALSO SERVED AS AN ADJUNCT PROFESSOR IN BOTH THE CRIMINAL JUSTICE AND SOCIAL WORK PROGRAMS AT VCU. PRIOR TO JOINING VCU, DR. SMITH SERVED THE CITIZENS OF THE COMMONWEALTH OF VIRGINIA, FIRST AS THE PUBLIC SAFETY INITIATIVES COORDINATOR AT THE ATTORNEY GENERAL'S OFFICE, AND MOST RECENTLY AS THE SCHOOL, CAMPUS, AND PUBLIC SAFETY RESOURCE SPECIALIST AT THE VIRGINIA CENTER FOR SCHOOL AND CAMPUS SAFETY WITHIN THE DEPARTMENT OF CRIMINAL JUSTICE SERVICES. HER PRACTICAL RESEARCH WORK CONTINUES TO FOCUS ON THE INTERSECTION OF COMMUNITY SAFETY, EVALUATION, AND EVIDENCE-INFORMED POLICY.



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# A QUICK REVIEW

- **Data Collection Basics**
  - Types of data collection, developing goals & objectives (SMART framework), & data collection plans
- **Creating One-pagers**
  - When, why, & how
- **Data Visualization**
  - Planning for visualization, types of visualizations, & best practices
- **Techniques for Prevention Evaluations**
  - Planning for an evaluation & logic models



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# TRAINING OBJECTIVES

Ensuring grantees have the knowledge and skills necessary to collect data effectively.

By the end of this training, you will...

- Understand the basics of growth and sustainability
- Learn how growth and sustainability are used with grants
- Determine how to use data to boost both growth and sustainability
- Explore resources for growth and sustainability



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# WHAT IS GROWTH AND SUSTAINABILITY?



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# WHAT IS GROWTH AND SUSTAINABILITY?

- **Growth** is the expansion of scale (services, reach, or funding)
- **Sustainability** is the continuation of a project or program
- Data can...
  - Show results and effectiveness
  - Opportunities for improvement
  - Support strategic planning
  - Build stakeholder confidence



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# GROWTH

- **Sustained impact:** long-term effects that may or may not be dependent on the continuation of a program
  - Examples of sustained impact:
    - Changes in community organization functions
    - Creation of new services or expansion of existing services
    - Shifts in the attitudes and behaviors of community members and providers
- **Collective impact:** diverse commitment from multiple different stakeholders and groups to a common agenda for a specific problem



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# SUSTAINABILITY

- **Conceptual Sustainability:** the perceived value of your program to the overall community
  - How can you maintain **relevance**?
    - How does your program address both current and emerging problems?
    - What makes your solutions more effective and sustainable than others?
  - Programs with high Conceptual Sustainability are...
    - Able to adapt to change easily over time
    - Widely accepted and supported
    - Perceived to benefit the community and stakeholders over time



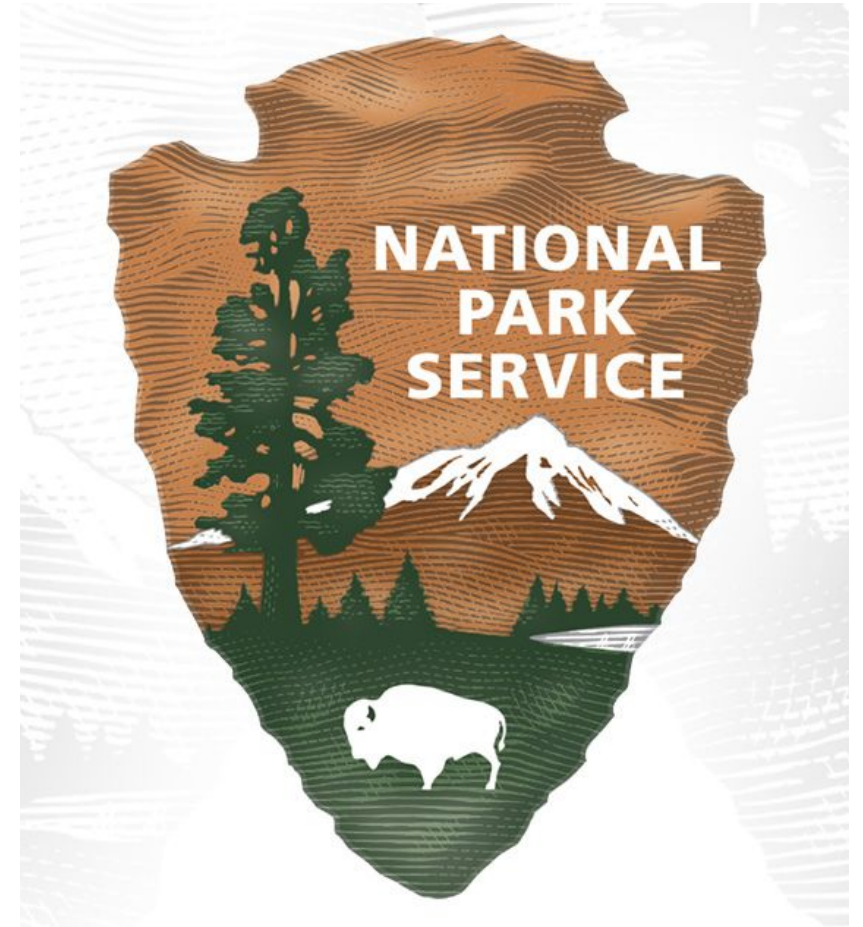
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# THE NATIONAL PARK SERVICE

- Able to adapt to change easily over time
  - The NPS mission is broad yet clear
  - Employs adaptive planning strategies
- Widely accepted and supported
  - High public bipartisan trust
- Perceived benefit to communities and stakeholders
  - Economic benefit
  - Wide-range of stakeholders that invest



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# SUSTAINABILITY

- **Practical Sustainability:** the demonstrable value of your program
  - Prove **effectiveness** → Why should someone believe that your program works better than others?
  - Programs with high Practical Sustainability are...
    - Able to prove effectiveness over time
    - Articulate why they are more effective than other programs
    - Garner support based on their proven effectiveness



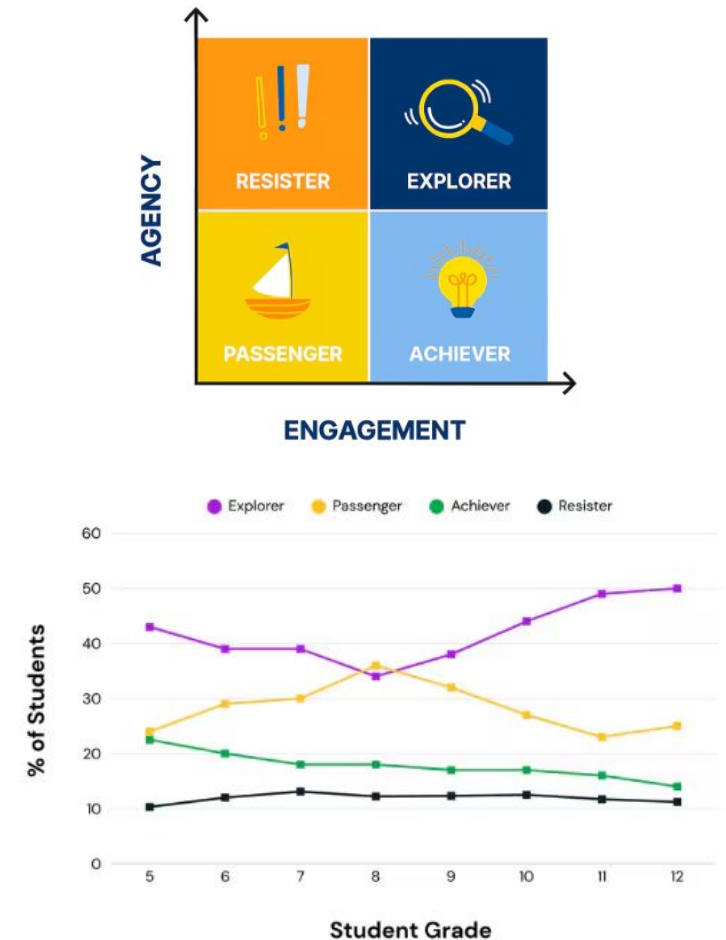
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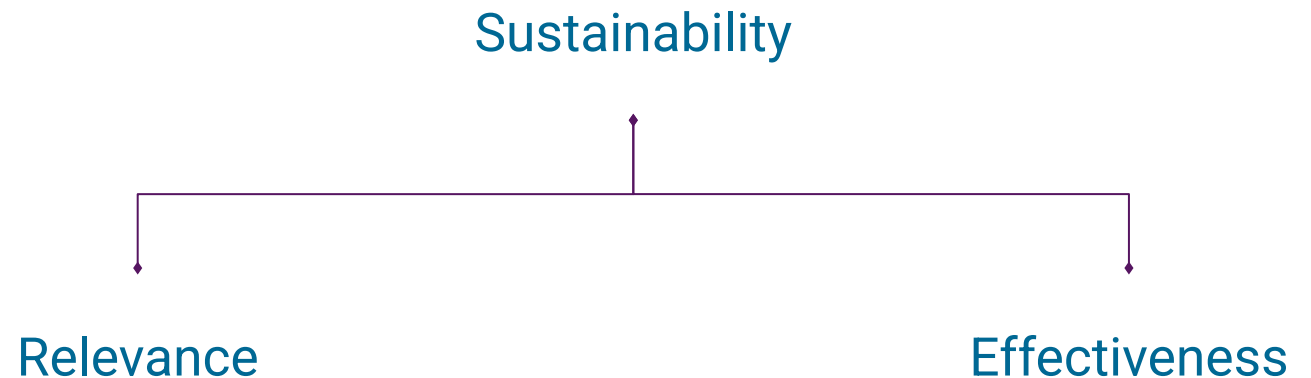
# TEACH FOR AMERICA

- Demonstrates effectiveness through evidence
  - Shows exceptional economic returns
  - Regularly studies impact
- Clearly communicates why the model works
  - High returns on investment
- Builds support based on demonstrated results
  - Bipartisan federal backing
- Uses evaluation to refine the program



# SUSTAINABILITY

- Ideally, we build toward both Conceptual AND Practical
- It's not enough to have one or the other
- You must show *both*:
  - Relevancy + Effectiveness = **True Sustainability**
  - Use data to support your program's sustainability



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# USING DATA FOR GROWTH AND SUSTAINABILITY



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# TYPES OF DATA

- Two types of data:
  - Quantitative → numbers, statistics, ratios
  - Qualitative → stories, feedback, interviews
- **Both** types of data help create a story of effectiveness

Area Measured	Quantitative	Qualitative
Website Usage	130 people accessed the website	“The website was easy to use, and I could find what I was looking for.”
Services Received	245 people received services	“The services provided did not meet my expectations and I wish they had more options.”



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# WHAT DATA DO YOU ALREADY HAVE?

- Data is for everyone! We *already* use data in our programs.
- Data you already have:
  - Program attendance
  - Client demographics
  - Incident reports
  - Outcome measures (e.g. recidivism, school attendance)
  - Participant surveys
  - Testimonials & success stories



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# WHAT ELSE CAN YOU ACCESS?

- What are some other resources you can access to get data?
- Potential data you access:
  - Community crime trends
  - Neighborhood risk factors
  - Partnership data (e.g. police, schools)
  - Cost-benefit analyses
  - Social media engagement
  - Stakeholder perceptions



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# GOOD DATA PRACTICES

When using data it's important to...

- Collect consistently
- Keep data clean & organized
- Store securely
- Review data regularly
- Use data for decisions!



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# DATA LIFE CYCLE

- Understanding how data flows helps ensure it's used effectively.

**Collect → Analyze → Interpret → Act → Communicate**



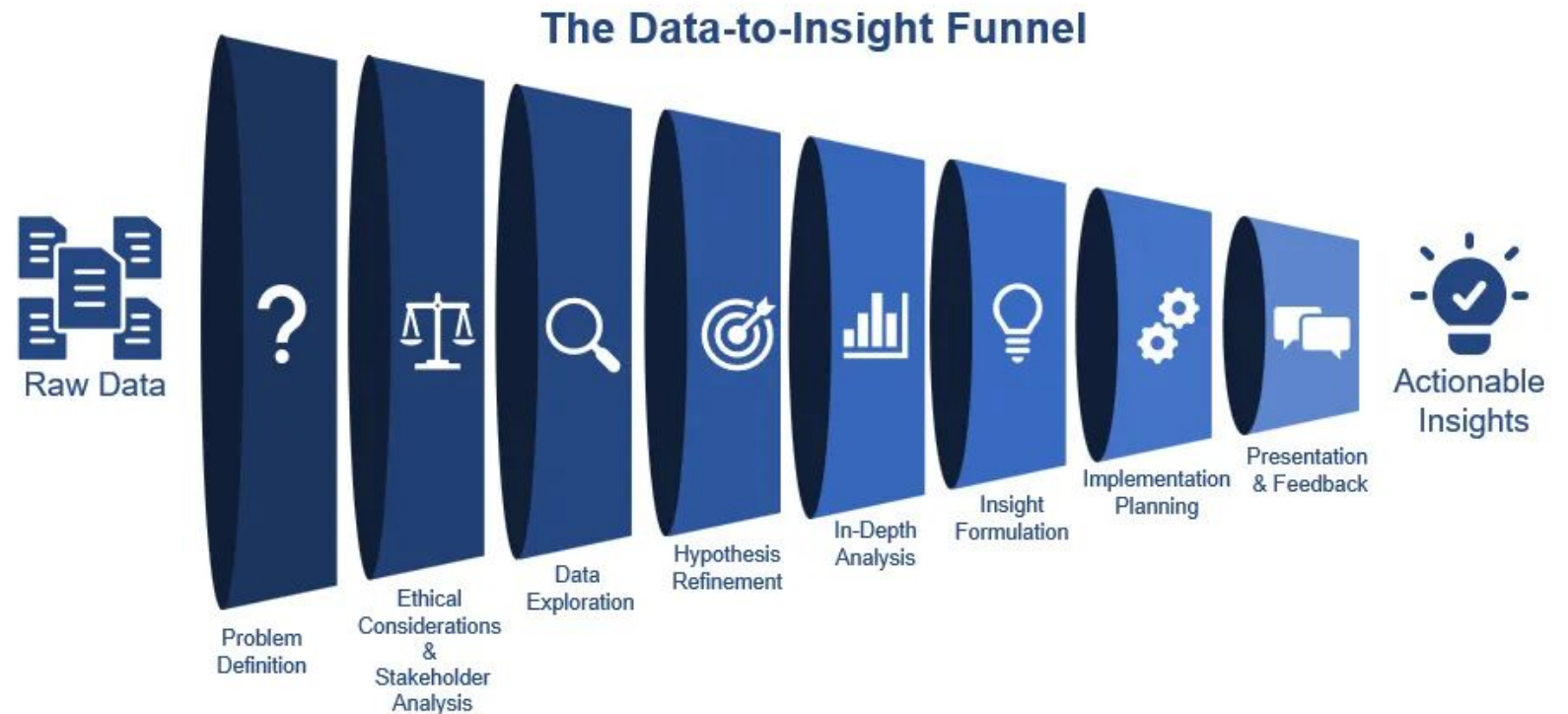
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# DATA TO INSIGHTS

- Go beyond counting numbers → What does this *mean*?
- Look for:
  - Patterns
  - Gaps
  - Unexpected results
  - Trends over time



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# EXAMPLE

- Your program sent out email marketing for the past two months. Your services specifically benefit those in the 18-34 age range. Below is the number of times your email was opened over the past two months.

Age Range	Month 1	Month 2
18-34	79	39
35-50	257	266
51-69	188	389



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# PLANNING FOR GROWTH AND SUSTAINABILITY!



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# START PLANNING EARLY!

- Early planning gives time to assess performance and decide what to sustain
  - Resources to continue or expand
    - Staffing
    - Space
    - Equipment
    - Partners
    - Stakeholders



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# CREATING A SUSTAINABILITY PLAN

- Specify what needs to be sustained
  - Demonstrate relevance or need
  - Show effectiveness
- Base your decisions on DATA!
- Focus on Key Questions:
  - Whom do you want to serve?
  - What will be maintained?
  - What will change?
  - What do you need to make it happen?
  - Who can help make it happen?

## KEY STEPS IN THE SUSTAINABILITY PLANNING PROCESS

- 1.** Clarify your vision
- 2.** Determine what you want to sustain
- 3.** Build collaboration
- 4.** Choose your desired sustainability strategies and methods
- 5.** Develop action steps for sustainability
- 6.** Document and communicate your sustainability successes

# CREATING A SUSTAINABILITY PLAN - CONCEPTUAL SUSTAINABILITY

Mission:	
What's the need?	Describe the problem your program is designed to solve.
Who benefits?	List the primary populations your program serves.
How?	What benefits does your program provide?
Relevancy?	What changes in the community might affect your program? How can you adapt?
Partners	Identify key supporters and partners. Why they support the program? How they help?



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# CREATING A SUSTAINABILITY PLAN - PRACTICAL SUSTAINABILITY

Mission:	
Outcomes?	List the most important results your program produces.
Measure Success?	What data or evidence do you collect?
Effectiveness?	What evidence shows your program works?
Why?	What makes your approach unique or more effective than others?




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# CREATING A SUSTAINABILITY PLAN - PUTTING IT ALL TOGETHER

Resources?	What resources are needed to continue your program?	
Risks?	What are the risks to your program?	
Strategies?	What strategies could help sustain your program?	
Action Plan	6 month action 1 year action One long-term goal.	

Most Important Next Step:

# DURING APPLICATION PROCESS/PRE-AWARD

- **Know the context**
  - Identify your audience (Conceptual and Practical Sustainability)
  - Conduct a comprehensive needs assessment (Conceptual Sustainability)
  - Identify what resources are necessary (Practical Sustainability)
  - Identify your key stakeholders and partners (Conceptual and Practical Sustainability)



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# DURING APPLICATION PROCESS/PRE-AWARD

- **Determine your message**
  - Articulate your program's value and ensure that it is sustainable long-term (Conceptual Sustainability)
  - Specify whom you want to serve (Conceptual and Practical Sustainability)
  - Develop a detailed description of services and activities (Practical Sustainability)
  - Make sure your vision is clear, easy to understand, and accessible (Conceptual Sustainability)



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# DURING APPLICATION PROCESS/PRE-AWARD

- **Prove your concept with data**
  - Collect data that shows...
    - Positive outcomes (Practical Sustainability)
    - Community support (Conceptual Sustainability)
    - Continued Need (Conceptual Sustainability)
  - Consider integrating evidence-based interventions (Practical Sustainability)



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# PROGRAM IMPLEMENTATION

- Tips for Ensuring Sustainability
  - Sustainability must be a regular agenda item
  - Identify short- and long-term sustainability strategies that will work for your organization
  - Gather data that conveys effectiveness, positive outcomes, and continued efforts
  - Nurture partnerships by providing data
  - Consistently review data for areas for improvement
    - Make plans for future implementation with these reviews



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# LET'S REVIEW

What did you learn?



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# TRUE OR FALSE

1. It is more important to focus on successful program activities than evaluation and data collection to prove to grantors a program/project should continue to receive financial support.
2. Sustainability should only be considered at the end of a grant
3. Programs should have both practical and conceptual sustainability
4. Growth is only measured by how many more services a program can provide
5. Data can be used to prove a program's effectiveness, thereby strengthening a program's sustainability and growth.



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# RESOURCES

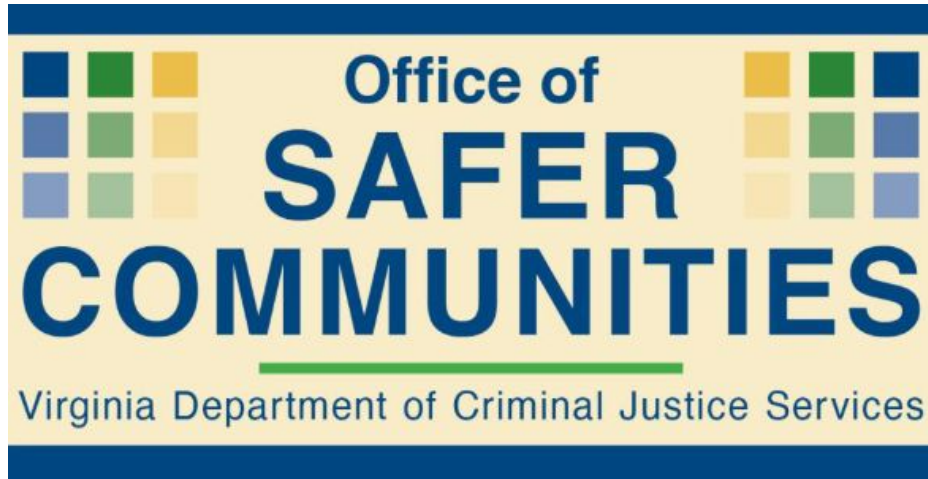
- [Sustainability Checklist: Guidance for Federal Grantees](#)
- [Center for Rural Health – Sustainability](#)
- [National Center for Homeless Education - Using Funds for Sustainable Impact](#)
- [Making a Long-Term Plan for Sustainable Nonprofit Growth](#)



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