



WELCOME TO THE COMMUNITY SUSTAINABILITY LIBRARY

The Community Sustainability Library was developed as part of the technical assistance provided to the Communities of Care (CoC) grantees. The Communities of Care was a five-year initiative funded by the Hogg Foundation for Mental Health and coordinated by Prevention Institute. The initiative supported collaborative, community-driven approaches to strengthen resilience, mental health, and wellbeing among children, youth of color, and their families in the Greater Houston area. By uniting diverse partners and community members, Communities of Care worked to transform the environments where people live, learn, work, play, and pray to advance equity and collective wellbeing.

In collaboration with Wendie Veloz Enterprises, Prevention Institute curated this collection to support CoC collaboratives in building long-term impact. Drawing from real-world experiences, these resources offer practical guidance for the CoC collaborative partners, grantee organizations, and resident and youth leaders navigating the complexities of sustaining their work. While this library of sustainability resources was designed to support CoC collaboratives, the tools included extend beyond the initiative to offer others engaged in collective impact work guidance to strategically approach their long-term goals for sustainability.

The resources in the library build on the Multi-Dimensional Sustainability Framework. Each resource is designed to help collaborative partners use the framework with practical templates, reflections, and videos to support sustainability planning and action. Go through the entire library to build your skills from beginner to sustainability expert or focus on the topics that interest you most.

ABOUT WENDIE:

Wendie Veloz is a dynamic leader and catalyst for change who empowers individuals and organizations to create meaningful social impact. Drawing on her passion for community transformation and servant leadership, she helps people prioritize wellness, achieve sustainable success, and amplify their influence to better serve others. Through practical strategies and inspiring guidance, Wendie supports individuals in healing, leading with purpose, and driving positive change in their communities. We are thankful that Wendie Veloz shared her expertise with our Communities of Care Collaboratives and beyond, through creating these sustainability tools and resources.

Wendie Veloz 

BEGINNERS

WEBINAR SERIES: MULTI-DIMENSIONAL SUSTAINABILITY BAKED INTO YOUR COLLABORATIVE'S RECIPE

- Part 1 & 2: Explore the Multi-Dimensional Sustainability framework that supports sustainability through leadership, strategic investment, and long-term vision.
- Multi-Dimensional Sustainability Baked Into Your Collaborative's Recipe slide deck.
 - [Multi-Dimensional Sustainability Webinar Series and Slides](#)

INTERMEDIATE

VIDEO SERIES: SUSTAINABILITY CHATS PART 1, 2, & 3

- Part 1: **Reflection for Momentum**- This video highlights the importance of planning your sustainability strategy well in advance, focusing on four key components: an investment/divestment strategy, coordinated funding streams, a long-term change strategy, and addressing root causes of social issues. (7 minutes)
- Part 2: **Funding for Sustained Success**- The keys to aligning your implementation, funding, and outcomes to sustain your efforts. Part 2 of the series introduces the Impact Driven Business Model, a framework designed to help both nonprofits and social businesses maximize their impact and ensure long-term sustainability. (22 minutes)
- Part 3: **Communicating for Sustainability**- Dive deep into the power of communication and how it can help your organization avoid being the "best kept secret." This video shares actionable insights on brand marketing, storytelling, and maximizing your impact through effective communication. (16 minutes)
- [Sustainability Chats slide deck.](#)

TOOLS & TEMPLATES

- *Sustainability Reflections Worksheet*: A guided tool for coalitions to reflect on the video series and evaluate current strategies and identify areas for growth.
- *Sustainability Key Questions*: A quick-reference guide to prompt strategic discussions during sustainability planning.



ADVANCED

WHAT'S WORKING, WHAT'S NEXT: A DEEP DIVE INTO SUSTAINABILITY WITH COC GRANTEES

- Explore lessons learned from September 2024 Sustainability Learning Academy. This reflection highlights emotional decision-making, peer learning, and real-world application of investment and divestment strategies

CASE STUDY: SUSTAINABILITY PLANNING WITH BABIES IN BAYTOWN (BIB).

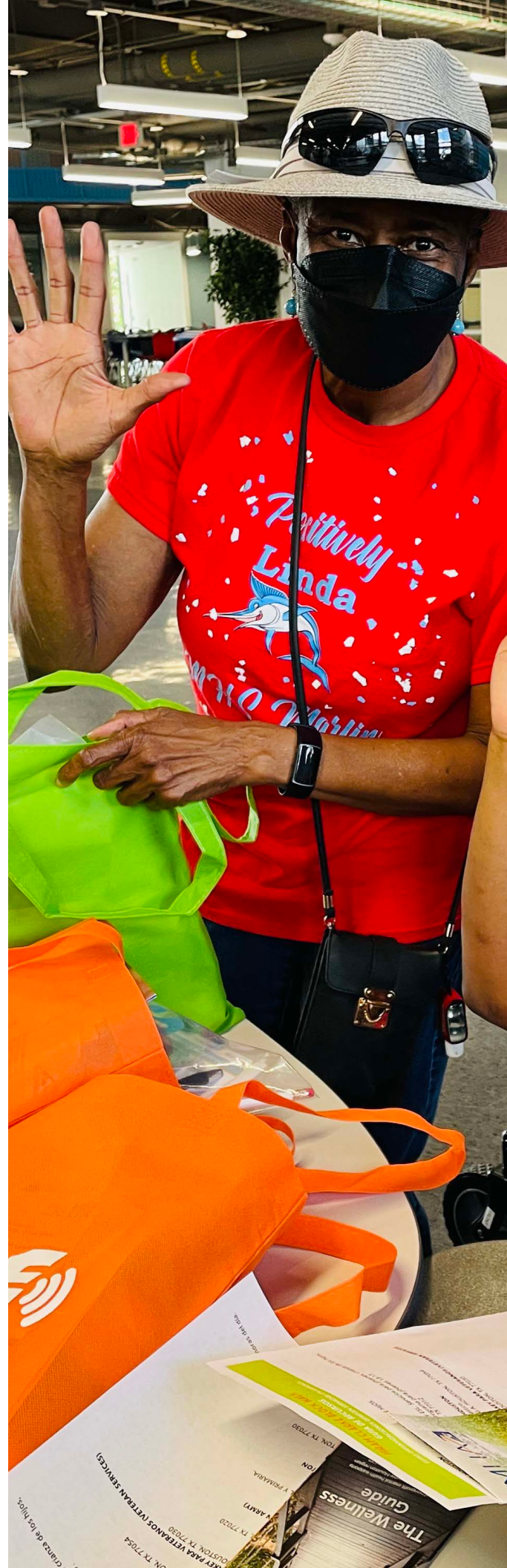
- Learn how one collaborative centered parent voice, inclusion, and long-term vision in its planning process. This case study walks through the facilitation, key decisions, and inclusive best practices that shaped BIB's path forward.

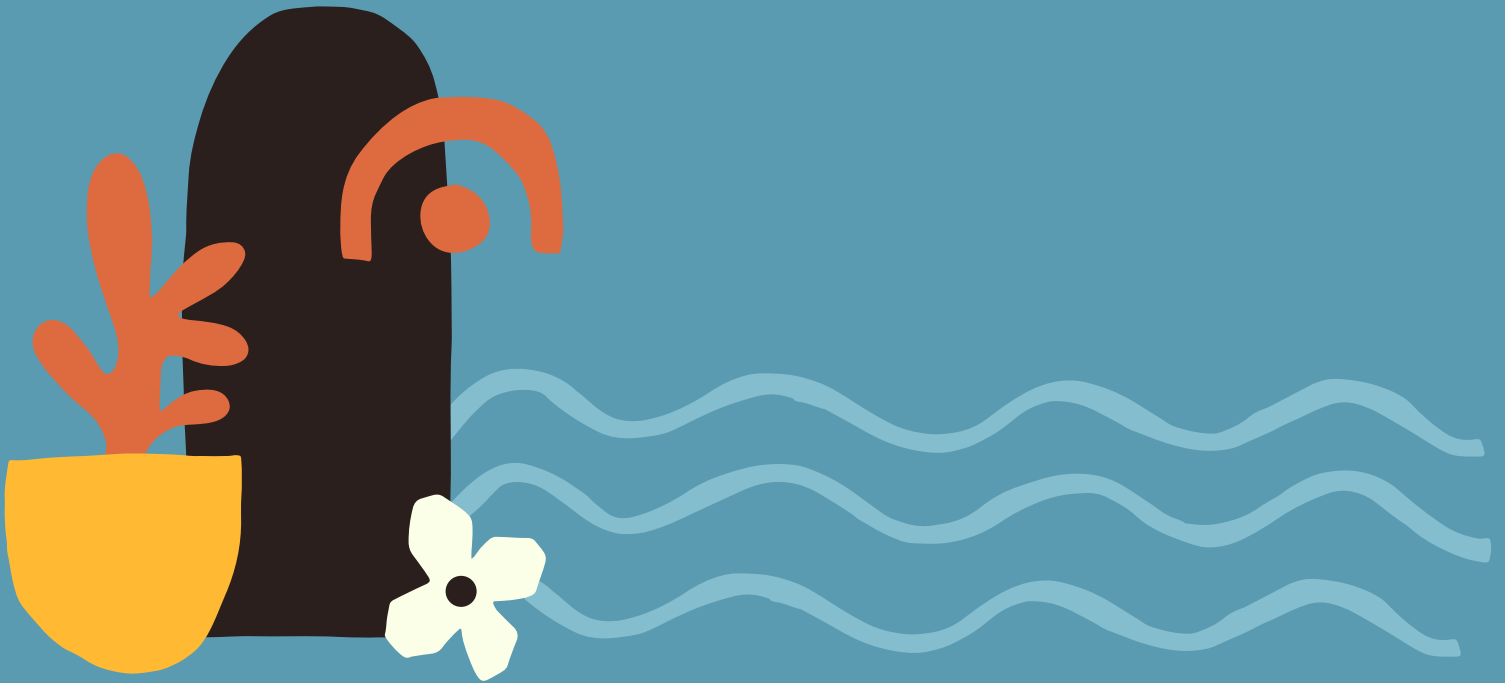
PODCAST: HIRAM CLARKE COMMUNITY RESILIENCY PROJECT: BUILDING COMMUNITY RESILIENCE THROUGH COLLECTIVE IMPACT

- A candid conversation with leaders of the Hiram-Clarke collaborative about sustainability, community leadership, and what they've accomplished through transition planning.
 - HCCRP: Building Community Resilience through Collective Impact

TOOLS & TEMPLATES: SUSTAINABILITY PLAN TEMPLATE

A fillable workbook that guides collaboratives through each dimension of sustainability planning—from leadership and funding to community partnerships and equity. Use this workbook to support sustainability conversations with partners and develop your sustainability plan.





SUSTAINABILITY PLAN TEMPLATE

This template supports community organizations and partners in documenting and planning for sustainability. The Multi-Dimensional Sustainability Model¹ can be used at any point in your project lifecycle to plan for long-term outcomes.

Multi-Dimensional Sustainability Model:

1. Equity
2. Shared Risk & Protective Factors
3. Long-term Change
4. Leading with Passion
5. Partnership & Capacity Building
6. Communications & Marketing
7. Coordinated & Complementary Funding Streams
8. Investment/Divestment Strategy

¹You can find more information about the Multi-Dimensional Sustainability Model developed by Wendie Veloz Enterprises at <https://wendieveloz.com/sustainability>

SUSTAINABILITY PLAN FILLABLE WORKBOOK

Begin drafting your plan by addressing your plans for sustainability at all levels of your work. At minimum, have conversations with your partners about the bulleted items and document the decisions to help you structure your plan. Include key stakeholders such as youth advisory council members, board members, or other community leaders.

1. Individual Sustainability

★ **Purpose:** Ensure the individuals leading and supporting the work can sustain their energy, leadership, and engagement.

? **Guiding Questions:**

- Who are the people we're talking about (community members, staff, clients)?
- How do we support individual collaborators to stay engaged over time?
- What opportunities exist for professional development?
- How are we planning for leadership succession?

☰ **Our Plan for Individual Sustainability:**

2. Program Sustainability

★ **Purpose:** Ensure the continuation of effective programs that align with founding values and community needs.

? **Guiding Questions:**

- What root causes do our programs address?
- Which programs or services need sustainable funding sources?
- How are we embedding youth and community leadership into programs?
- How are outcomes measured and used to inform decisions?

☰ **Our Plan for Program Sustainability:**

3. Financial Sustainability

★ **Purpose:** Build a funding strategy that is diverse, equitable, and collaborative across partners.

? **Guiding Questions:**

- What are our top 3 current or planned funding sources?
- How are we coordinating funding across partners?
- Who is responsible for fundraising and how will it be done?
- What is our plan for:
 - » Grant acquisition
 - » Donor cultivation
 - » Budgeting & forecasting
 - » Building reserves
 - » Long-term staff retention

≡ **Our Plan for Individual Sustainability:**

4. Community Sustainability

Purpose: Create conditions for long-term collaboration and authentic community leadership.

? **Guiding Questions:**

- How are we cultivating community and youth leadership?
- What partnerships are critical for sustainability?
- How are stakeholders empowered in decision-making?
- How is continual community feedback used in programming?
- What inequities are being mitigated—or not? What does our data say?

≡ **Our Plan for Individual Sustainability:**

5. Organizational Sustainability

★ **Purpose:** Plan for how the lead or backbone agency supports sustained systems, leadership, and decision-making.

? **Guiding Questions:**

- Are policies and procedures being updated to support the sustained work?
- How is leadership at the organizational level committed beyond the grant?
- Is there a revised or clarified partnership agreement?

☰ **Our Plan for Individual Sustainability:**

APPLYING THE MULTI-DIMENSIONAL SUSTAINABILITY FRAMEWORK

These elements are cross-cutting and should show up in every part of your sustainability strategy.

Leading with Passion

Our Plan for Long-Term Leadership of Our Work:

Who carries the torch? How do we inspire and sustain that passion?

Partnerships & Capacity Building

We Will Continue to Build Capacity By:

Include staff, community leaders, youth, and partners.

Our Partnerships Look Like:

Who are our partners and how are they actively involved?

Shared Risk & Protective Factors

We Will Focus Our Energy On: _____

List the top 2–3 risks you aim to reduce and protective factors you aim to increase.

Equity

We Will Promote Inclusive Excellence By: _____

Consider access, participation, language, representation, and systemic barriers.

Long-Term Change Strategy

★ **Purpose:** Sustainability isn't just about surviving, it's about changing systems for lasting impact.

? **Guiding Questions:**

- Are we addressing root causes?
- What structural or policy changes have emerged from our work?
- What are we doing now that sets up future success?

👁️ **Our Long-Term Vision:**

Write your organization's vision for what change looks like 3–5 years from now. Include systems, culture, and community goals.

Coordinated & Complementary Funding Streams

★ **Purpose:** Fiscal sustainability allows nonprofits to adapt and continue service delivery through changing conditions. Diversification, strong partnerships, and long-term financial planning are key.

📖 **Instructions:** Use the prompts below to assess your current funding and develop a plan for expanding or coordinating funding streams with partners.

? **Guiding Questions:**

- What are our current funding sources?
- Which partners could help expand funding opportunities?
- How diverse is our current income portfolio?
- Are we engaging businesses, community organizations, government, and philanthropy?
- What’s our plan for responsible financial management and forecasting?

List Your Current Funding Streams:
(Include type and amount if known)

Funding Source	Type (grant, donation, etc.)	Partner(s) Involved	Notes

10 Potential or Targeted Funding Streams for Diversification:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Investment & Divestment Strategy

★ **Purpose:** Your time, energy, and resources are finite. Use this section to decide what to grow and what to let go.

? **Guiding Questions:**

- What strategies are working well and deserve continued investment?
- What activities are draining resources without results?
- Who decides what continues or sunsets?

Strategies to Invest In (Continue or Scale Up):

Examples: Data-backed, high-impact, equity-advancing strategies.

1. _____
2. _____
3. _____

Activities to Divest From (Sunset or Transition):

Examples: Data-backed, high-impact, equity-advancing strategies.

1. _____
2. _____
3. _____

Outcomes & Evaluation

★ **Purpose:** Tracking impact helps show your value, refine your work, and attract funding.

? **Guiding Questions:**

- What outcomes are we tracking?
- How are we measuring our progress?
- How are we using what we learn?

Our Outcome & Evaluation Plan:

Outcome Area	Metric/ Indicator	Method of Tracking	Frequency	Notes

Continuous Improvement Practices:

- Impact Reflection Meeting Schedule: _____
- Data Dashboard or Tool: _____
- How do we share results with partners? _____

Communications & Marketing

★ **Purpose:** Sustainability efforts require ongoing storytelling and visibility to gain support.

? **Guiding Questions:**

- Who do we need to keep informed?
- What stories or data should we highlight?
- Which platforms are most effective?

Key Communication Channels We Use:

- Website
- Social Media (Instagram, LinkedIn, etc.)
- Newsletters/Email Campaigns
- Community Events
- Reports/Publications
- Media (Radio/Television)

What Messages Should We Be Sharing?

- Our mission and values: _____
- Recent impact or success stories: _____
- What partners or funders should know: _____

Plan to Communicate Impact:

Audience	Message	Format	Frequency

Return on Investment (ROI)

★ **Purpose:** Return on Investment helps you make the case for why your work is worth sustaining. It provides funders, partners, and stakeholders with clear evidence that continued investment leads to meaningful outcomes.

? Guiding Questions:

- How will we demonstrate value to funders and stakeholders?
- What outcomes prove our programs are worth the investment?
- What partnerships strengthen our case for continued support?
- How are we quantifying our impact (e.g., community reach, cost-effectiveness, long-term outcomes)?

ROI Narrative: Describe the story behind your impact. How are you delivering measurable, lasting value?

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Key Outcomes That Demonstrate Value:

Outcome/Benefit	Who It Serves	Evidence/ Data	Why It Matters

Cost Savings or Efficiency Gains:

- _____
- _____
- _____

How can we share our data in a relatable manner?





SUSTAINABILITY REFLECTIONS

A Communities of Care
Initiative Supported by
the Hogg Foundation
for Mental Health and
Prevention Institute

Collaborative Name: _____

Reflection Completed By: _____

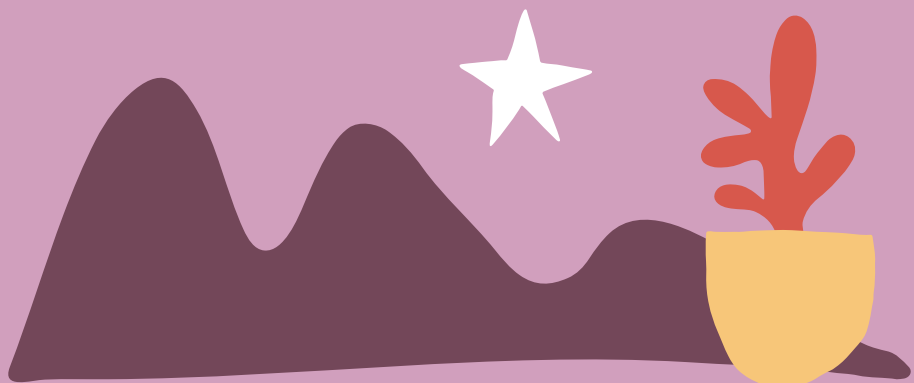
PART 1: REFLECTION FOR MOMENTUM

Investing / Divesting

This went well:

This did not go as planned:

Others said this went well:



MY WORK CURRENTLY INCLUDES:

	Individual	Relationship	Community	Society
Mental Health				
Substance Abuse Prevention				
Youth Violence Prevention				
Social Networks & Trust				
Participation & Willingness to Act for the Common Good				
Norms and Culture				
What's Sold & How It's Promoted				
Look, Feel & Safety				
Parks & Open Space				
Arts & Cultural Expression				
Getting Around				
Housing				
Air, Water & Soil				
Education				
Living Wages & Local Wealth				
Intimate Partner Violence Prevention				
Youth Empowerment				
Jobs or workforce readiness				
Environmental or climate justice				
Mentoring				
Policy change/Advocacy				

PART 2: FUNDING FOR SUCCESS

Root Causes:

Risk Factors

Individual

- Low educational opportunities/attainment
- Witnessing or experiencing violence
- Substance use or mental health problems
- Lack of problem-solving skills
- Poor social skills
- Poor impulse control
- Lack of social support/isolation
- Other: _____
- Other: _____
- Other: _____

Relational

- Gang involvement
- Family or household conflict
- Poor parent-child relationship
- Economic stress
- Association with delinquent peers
- Other: _____
- Other: _____
- Other: _____

Community

- Neighborhood poverty
- Community violence
- High access to alcohol or substances
- Poor neighborhood cohesion
- Other: _____
- Other: _____

Societal

- Societal income inequity
- Pollution/lack of healthy living environmental conditions
- Weak health, educational, economic, and social policies/laws
- Media violence
- Negative community events
- Law and norms favorable toward alcohol and drug use
- Limited access to mental health resources
- High incarceration rate/school to prison pipeline
- Other: _____
- Other: _____

Root Causes:

Protective Factors

Individual

- Problem-solving skills
- Self-regulation
- Secure attachment
- Strong peer relationships
- High self-esteem
- Good coping skills
- Know how to plan and make decisions
- Other: _____
- Other: _____
- Other: _____
- Other: _____

Relational

- Family support/ connectedness
- Connection to a caring adult
- Association with prosocial peers
- Connection/ commitment to education/achievement
- Adequate socioeconomic resources for the family
- Family provides structure, limits, rules, monitoring, and predictability
- Other: _____
- Other: _____
- Other: _____
- Other: _____

Community

- Coordination of resources and services among community agencies
- Access to mental health and substance abuse services
- Community support/ connectedness
- Healthy peer groups
- Connection to a caring adult
- Opportunities to resolve conflict
- Presence of mentors and support for development of skills and interests
- Opportunities for engagement within school and community
- Community values youth
- Opportunities for youth to be in service to others
- Safe and supportive environment for residents to thrive
- Other: _____
- Other: _____
- Other: _____
- Other: _____

Societal

- Physical and psychological safety
- Opportunities to affect policy or social conditions
- Investment in youth engagement programs
- Other: _____
- Other: _____
- Other: _____

The funding I'm seeking must align with my vision for the future

Reflect on what type of funding is most aligned for your future needs. Consider staffing, programmatic, and other investments that must align with your future funding plans. Remember, grants are only one of at least 6 funding streams you can align to your needs and vision.

PART 3: SUSTAINABILITY COMMUNICATIONS

Marketing & Communications

Reflect on the efforts you've made to market your work and what your needs are currently. Your efforts in the past may need to be altered. Use this worksheet to help you.

This went well

This did Not Go As Planned

MY KEY CHANNELS HAVE BEEN

Rate where your marketing efforts have taken place and which have been most successful (1 = most successful, 4 = least successful).

	1	2	3	4
Social Media				
Website				
In-Person				
Other				

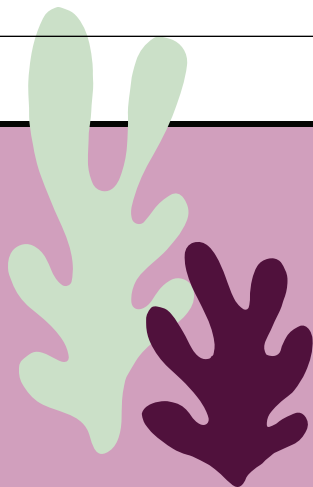
AUDIENCES INCLUDE:

	Yes or No
Community	
Clients/Consumers	
Partners	
Internal/Staff	
Funders/Philanthropy /Donors	
Legislators/Policy Makers	

My Key Audiences Have Been:

Reflection:

What are your priority messages and audiences to communicate about your sustainability?





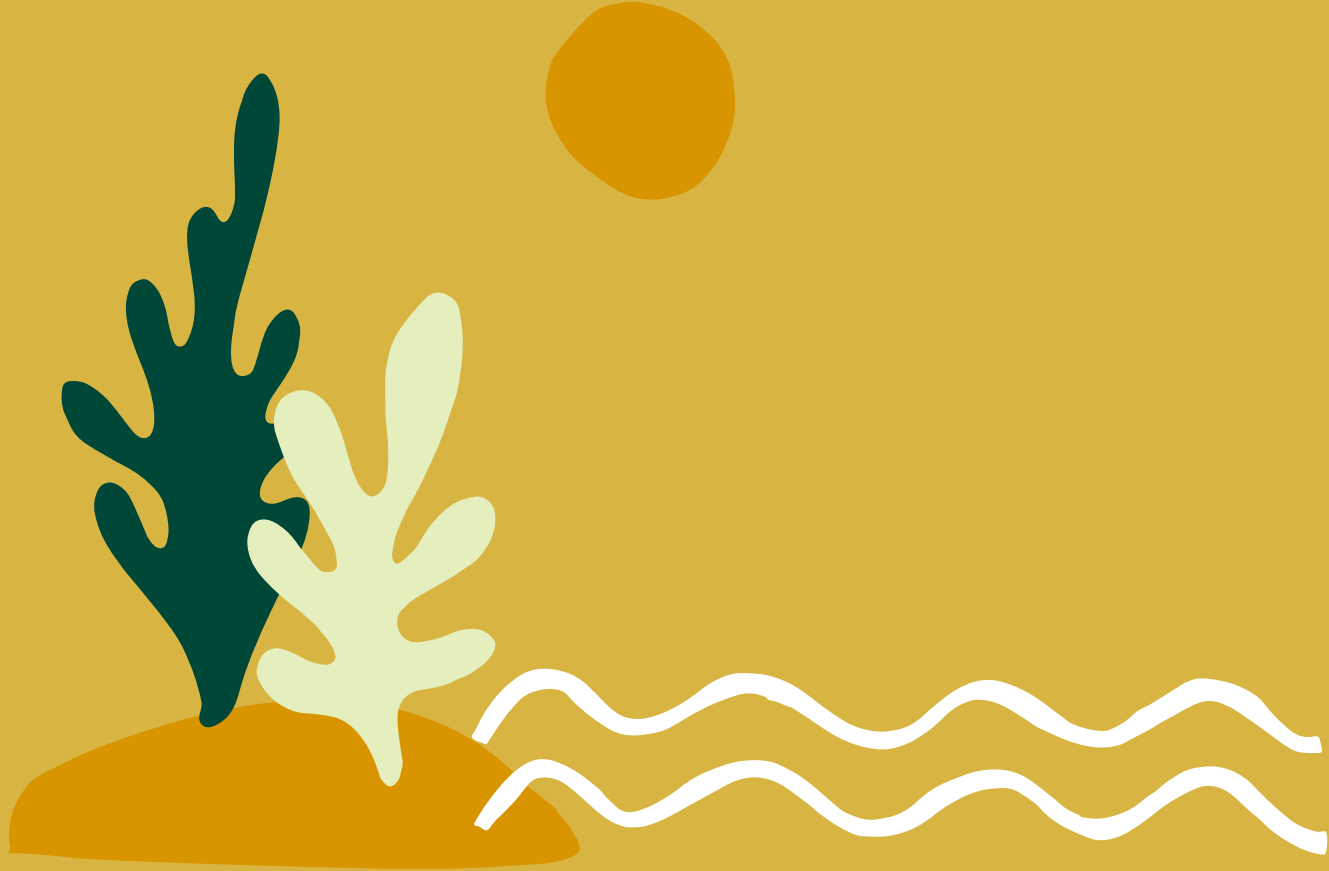
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SUSTAINABILITY LEARNING ACADEMY LESSONS LEARNED

What's Working, What's Next: A Deep Dive into Sustainability with CoC Grantees

Community coalitions from across Texas came together for a hands-on experience that turned strategic reflection into real-world sustainability plans. This experience leveraged coins, collaboration, and courageous conversations to inspire partners to sustain the most successful parts of their work.

This effort was made possible through the partnership and support of the Hogg Foundation for Mental Health, Prevention Institute, and the Communities of Care initiative.



BUILDING CAPACITY FOR SUSTAINABILITY PLANNING

As the Communities of Care (CoC) initiative approached the end of its six-year funding cycle, the Hogg Foundation for Mental Health wanted to equip grantees with the tools and strategies needed for long-term sustainability. To meet this need, Prevention Institute partnered with consultant Wendie Veloz to facilitate the Sustainability Learning Academy, an in-person experience focused on sustainability planning, resource development, and cross-collaborative learning.

Teams identified sustainable priorities, clarified leadership pathways, and deepened cross grantee collaboration. The session resulted in collaboratives solidifying their approach to sustainability and feeling equipped to have difficult conversations about sustainability with their partners.

A MOMENT FOR REFLECTION

After six years of dedicated work under the Hogg Foundation's Communities of Care initiative, many grantees found themselves at a turning point. With funding winding down, the question was clear: "what now?"

That's where the Sustainability Learning Academy came in. The session gave collaborative leaders a chance to step away from day-to-day operations and focus on long-term impact.

Rather than just focusing on funding, the group was asked to think about the legacy of the CoC efforts. Especially about carrying forward the passion, the programs, and the purpose that had driven them throughout the grant period.

The session also came at the perfect time. Many collaboratives had faced delayed start-ups and pivots due to COVID-19. The Academy gave them a chance to think strategically, reflect, and plan the next steps.

Leaders and Lived Experience in the Room

Inside the room attendees represented project managers, agency partners, parent leaders, and other community stakeholders. The mix of voices created a powerful network of community advocates with deep implementation experience and lived expertise.

What made the day especially rich was the variety of perspectives. Groups weren't required to sit with their partners. Instead, the tables mixed participants from across initiatives. This cross-pollination of ideas sparked honest conversations, helped people see common challenges, and generated energy that lasted throughout the day.

The space was welcoming and inclusive, hosted at The Garden in an open space that allowed for movement and networking. Interpretation was available for Spanish-speaking participants with fresh food and ample breaks. These comforts helped keep people engaged and feeling connected.

SUSTAINABILITY LEARNING ACADEMY: STRATEGY MEETS STORYTELLING

The purpose of the Sustainability Learning Academy is to practice shared decision making with partners while gaining insights into the group's successful and unsuccessful strategies. Facilitation is grounded in three parts of Wendie's Multi-Dimensional Sustainability Framework:

- Leading with Passion
- Strategic Investment/Divestment
- Long-Term Change Strategy

A brief overview of these concepts is given to the group along with a dime, nickel, and a penny for each participant. Tables were set up to include small cups that serve as each group's investment accounts.

The opening activity, What's Working / What's Not Working, was a chance for teams to reflect

on their success. The activity sounds simple, but it is designed to bring deep insights about implementation. Table participants were asked to reflect on their most successful and difficult strategies and share their lessons learned.

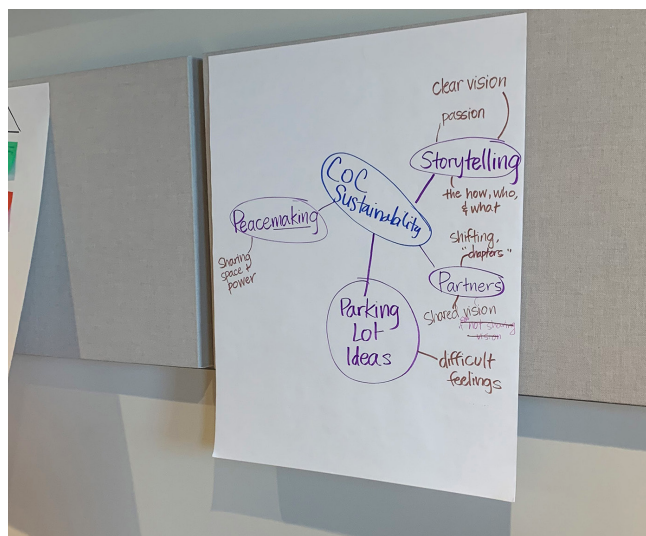
As people shared implementation stories it was clear they were proud of what they'd accomplished. In contrast, they felt conflicted about the strategies they had to consider letting go. Letting go of something that's not working isn't always easy, especially when it's something you built.

Turning Coins to Clarity

As the experience progressed, participants shifted their teams and moved into new groups. During this time every person had the opportunity to invest in their vision from the original group or a new one from a group they visited.

The new groups give participants the chance to engage in peer exchange with a host who pitched a sustainability strategy developed by the original team. Participants listened closely to the pitches. The stories that resonated the most and inspired investments were ones that showed alignment with similar values to the ones their collaborative held.

Some people had a hard time deciding whether to invest in their own idea or someone else's. To help with strategic investments, undercover investors circulated the room with bonus coins to invest based on what they heard. These larger investments mimicked additional grant funding given to teams with well structured sustainability plans.





Real Decisions, Bold Next Steps

Although the Sustainability Learning Academy is a simulation, it sparked real decisions for CoC members. Several collaboratives identified specific activities to sunset, things that weren't working or wouldn't be fundable long-term. Others began crafting new ways to tell their story, even without perfect data from the past six years.

One group took it further. Two project co-managers launched an LLC consulting firm, InReach to keep doing the work they love. They're now offering services to other communities and continuing their impact through a new structure.

The Sustainability Learning Academy experience is a high-dose of strategy mixed with collaboration building in a facilitated and structured environment. The experience gives grantees at the end of a grant period the space to be strategic and learn from peers while making important decisions.

The Power of Zooming Out

Sometimes, the hardest part of sustainability planning is just making time for it. This session gave people permission to zoom out and look at the bigger picture. More importantly, the experience provided a framework to do it together.

Sustainability isn't just about keeping something going. It's about knowing why you're doing it and how to evolve when the context shifts, especially at the end of grant funding. This Sustainability Learning Academy helped bring clarity and open dialogue to help manage and usher in change.

Dive Deeper - Resources to Learn More About Sustainability

If you're a funder looking to support long-term community impact, or a collaborative wondering what comes after a grant, take note: peer learning, inclusive facilitation, and space for storytelling matter. Thanks to the Hogg Foundation for Mental Health and Prevention Institute's commitment to sharing knowledge about sustainability, you can access some of the resources developed for CoC Collaboratives for free.

Learn more about sustainability by exploring the Community Sustainability Library's resources.

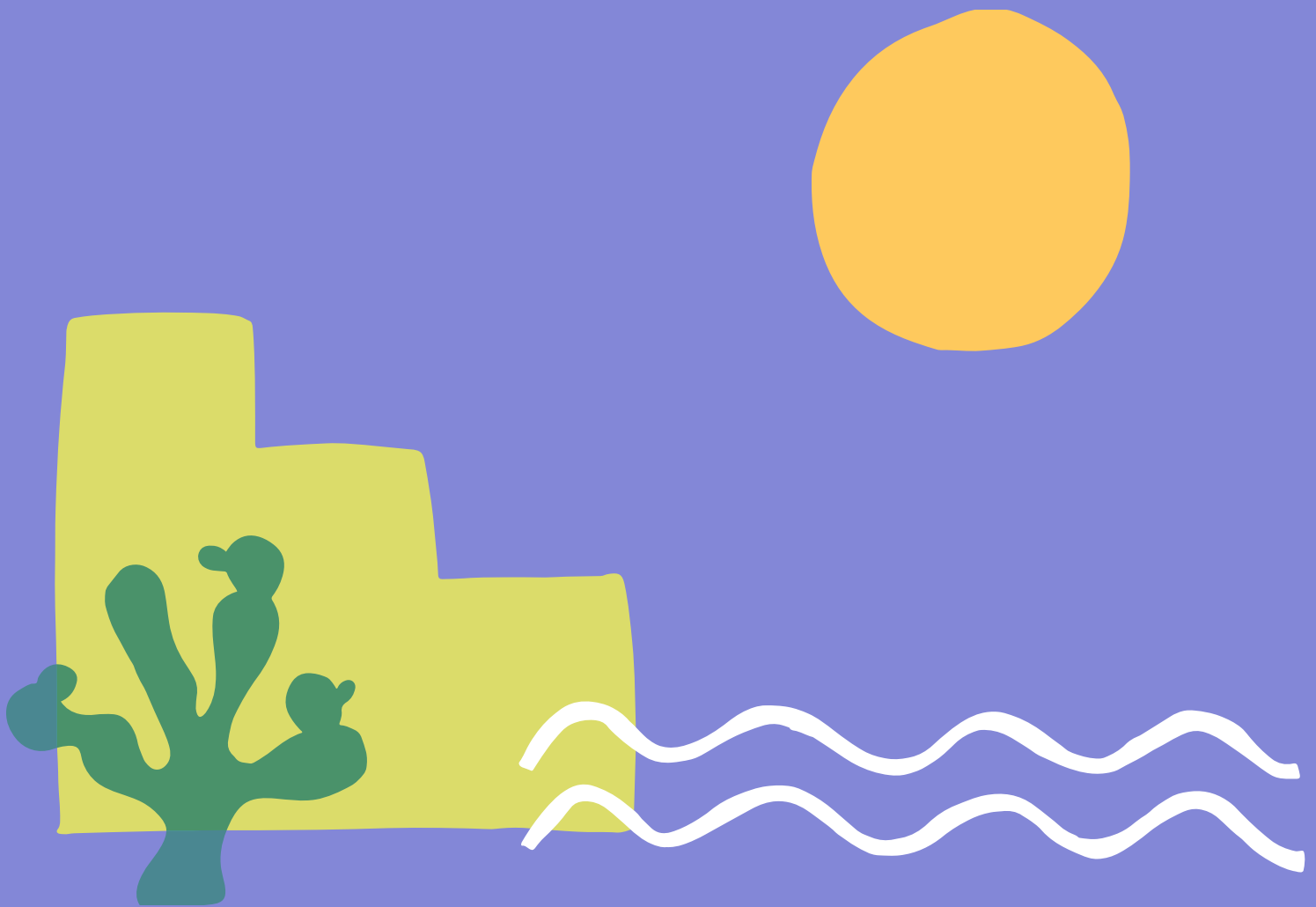
- Visit the [Communities of Care Sustainability Toolkit](#)
- Learn more about [Communities of Care](#)



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SUSTAINABILITY KEY QUESTIONS

Use this resource to deepen your understanding of sustainability with thought-provoking questions designed to be used with your team or partners.

MULTIDIMENSIONAL SUSTAINABILITY FRAMEWORK



Shared Risk & Protective Factors

Addressing root causes by building assets to help people thrive and live fulfilling, happy lives is a sustainable strategy.



Coordinated & Complementary Funding Streams

Leveraging a braided funding approach can help identify multiple funding sources to fully cover your budget.



Equity

Creating equitable systems ensures that resources and opportunities are distributed fairly, fostering lasting social impact.



Partnership & Capacity

Strong partnerships are the foundation of social impact work; nothing gets done in a vacuum when you're trying to inspire change.



Communications & Marketing

Communications and marketing are the most underutilized strategies when building sustainable social impact ventures.



Long-term Change

When sustaining efforts, thinking beyond yourself and considering long-term change for others is the next iteration of the work.



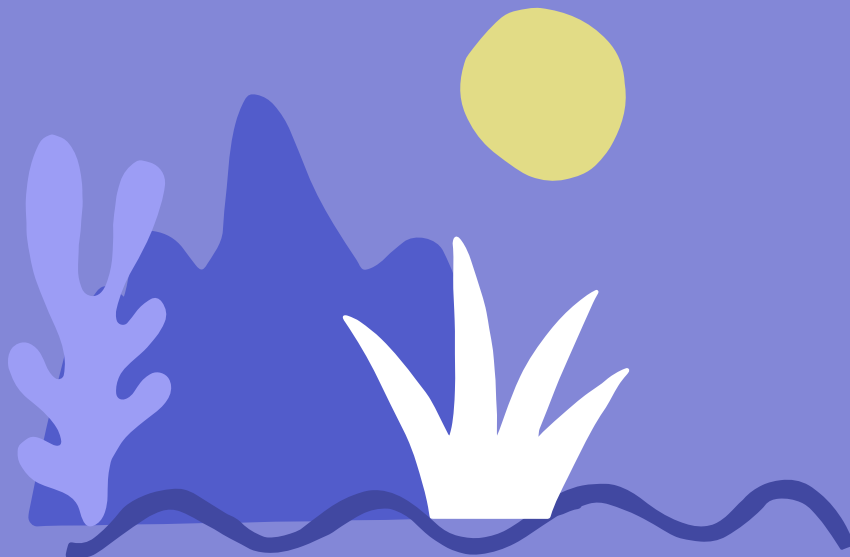
Leading with Passion

Now is the time to turn local vision and inspired action into impactful social change, driving meaningful, lasting improvements



Investment/Divestment Strategy

Invest in strategies that show efficacy and effectiveness, focusing your resources where the most impact can or has taken place.



36 SUSTAINABILITY KEY QUESTIONS

REFLECTIONS

Leading with Passion

- Who have the passionate leaders been?
- Who will carry the torch forward?
- How can we continue to inspire others to ensure this issue is not forgotten?
- Can we involve youth leaders to support our sustainability efforts and long-term growth?

Investment/Divestment Strategy

- What worked? What didn't?
- What is the best use of our collective energy and resources?
- Who will make decisions about what is sustained and what is not?
- What local and seed funding is available?
- If none, how do we advocate for some?
- Where can we strategically abandon our work and close down efforts in an appropriate manner?

Partnership & Capacity

- Where does decision-making power lie within this sort of partnership dynamic?
- Have you maintained a strong core group?
- Is your partnership mission and vision focused & committed?
- Does your partnership have the ability and commitment to continue work at a sustained level over time?

Communications & Marketing

- What successful strategies should I be communicating about?
- Who do I need to communicate my success with?
- What stories can I tell that demonstrate what we've accomplished?
- What marketing materials and efforts worked best?

Long-term Change

- Have you closely examined “what worked and for whom?”
- What are your expectations that systems and policies will change?
- Have you focused on the loop between innovation and knowledge transfer
- Have you shared results openly and honestly?

Equity

- Can people equitably access my services?
- Have I inadvertently created an inequitable situation?
- Have potential clients experienced difficulty accessing something that might help them? Did I accidentally create that condition?
- Do others need help adapting the things that were successful for different places and populations? How can I communicate that information?

Shared Risk & Protective Factors

- What are the things that we’re trying to change?
- What are the risk factors that are stopping people in this community from thriving?
- What are the places where we can put our energy to reduce risk factors and increase protective factors?
- Who are the partners that represent those places?
- Are there funding streams accessible to the partners we’ve identified that can help fund our efforts?

Coordinated & Complementary Funding Streams

- What was successful and how much does it cost to continue at the current scale?
- Do we want to grow our efforts and how much will that cost?
- What funding streams can we access by leveraging partnerships?
- How can we coordinate or braid multiple funding streams?
- What role does business play in supporting our efforts?



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BABIES IN BAYTOWN CASE STUDY

**Case Study: Sustainability
Planning with Babies in
Baytown (BIB)**

A Communities of Care Initiative Supported by
the Hogg Foundation for Mental Health and
Prevention Institute

SUSTAINING FAMILY-CENTERED COMMUNITY INITIATIVES- THE BABIES IN BAYTOWN STORY

Babies in Baytown (BIB) is a parent-led collaborative bringing together families and service providers to co-create solutions that help children and families thrive in Baytown, Texas. Powered by a deep commitment to community voice and equity, BIB has become a trusted resource for parents and agencies alike. With a rich history of parent participation and leadership, BIB is a model for other communities who want to build powerful partnerships.

As part of the Hogg Foundation's Communities of Care initiative, BIB was nearing the final year of its grant funding. Recognizing the importance of long-term sustainability, the collaborative partnered with Wendie Veloz Enterprises (WVE) to plan for its future beyond the grant. The result was a dynamic, inclusive parent-centered session that grew innovative ideas and gave space for key decisions directing the future of the collaborative.

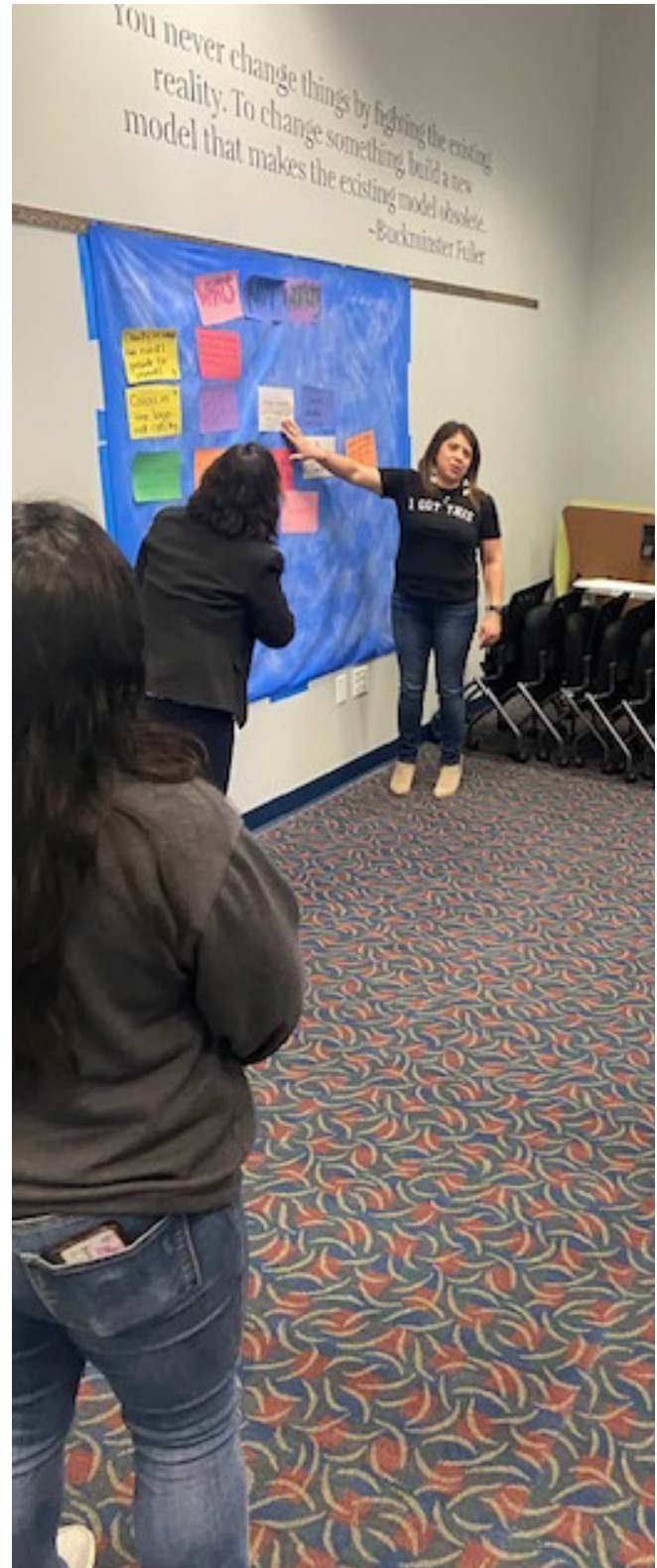
THE CHALLENGE: SUSTAINABILITY AFTER GRANT FUNDING

After 5 years of funding Babies in Baytown faced a crucial set of questions about the sustainability of the collaborative and its work. Parent and collaborative leadership identified the following questions as critical to move forward:

- Who will carry the work forward after funding ends?
- What infrastructure is needed to sustain programming and leadership?
- Which activities are worth investing in—and which need to change?

At the time, the collaborative had not identified a new backbone organization or fiscal agent to continue

after grant funding. Additionally, the group needed to assess options for leadership, organizational structure, and funding. BIB wanted to ensure that the unique values of the collaborative, particularly its parent-service provider collaboration model, would remain central to future efforts.



STRATEGIC PLANNING AND FACILITATION WITH INTENTION

BIB engaged Wendie Veloz Enterprises through a relationship built with the Hogg Foundation for Mental Health and their technical assistance partners Prevention Institute. Three components of WVE's Multi-Dimensional Sustainability Framework were used to design the session:

- **Leading with Passion**
- **Strategic Investment/Divestment**
- **Long-Term Change Strategy**

Hosting the session in a local public library ensured accessibility for families in a welcoming, inclusive, and bilingual environment. An on-site translator allowed Spanish-speaking parents to fully participate, while children were invited to remain in the space with structured activities to keep them engaged.

The group engaged in an activity called **"What's Working / What's Not Working"**. This structured discussion gave participants the chance to reflect and contribute their thoughts on activities that should continue and those that need to shift or stop. This discussion grounded the sustainability planning in the lived experience of parents, agency representatives, and partners closest to the work and ensured future decisions reflect community priorities.

Using the **Idea Surgery™** methodology, the group designed a mind map that reflected the community's priorities and recognized where there are still needs and gaps. Idea Surgery is a facilitation method that helps groups rapidly generate, organize, and prioritize ideas to solve complex problems collaboratively. This rich facilitated discussion allowed everyone to visualize current priorities like living wages and open community spaces. At the same time the group developed a vision for the future with aspirations like financial wellness for residents and continued agency-parent partnerships.



BIB leadership, parent representatives, and WVE worked together to plan the session, successfully achieving the day's goals. Communities that are seeking consensus at the end of a grant initiative can create a similar space for community conversations that address leadership, priorities, and sustainability using a similar agenda and structured discussions.

SUSTAINING BABIES IN BAYTOWN'S SUCCESS: KEY DECISIONS AND OUTCOMES

Like many initiatives, BIB successfully implemented many strategies with their grant funding. However, the collaborative needed to set aside time to focus on the future and next steps:

Identifying a Backbone Organization

At the end of grant funding there are many ways to continue serving the community and meeting identified needs. BIB explored three pathways to sustaining their work:

1. Launching a new 501(c)(3) for BIB
2. Partnering with an existing organization to serve as fiscal agent
3. Establishing a family-led entity supported by an external organization

Ultimately, BIB committed to begin outreach to potential partners and engage families in defining leadership roles and infrastructure needs. Formal leadership committees and support structures

were identified as future goals. Today BIB has formalized their partnership with a new backbone organization, Church Women United. This relationship was secured after leveraging the conversations that took place during the session.

What's Working

Several strategies that were affirmed as successful and worth scaling:

- **Parent engagement and advocacy:** Building networks of parents with children of similar ages, inviting parent input in organizational decisions, and fostering relationships between caregivers and service providing agencies.
- **Community events and space use:** Holding family-friendly events, outdoor gatherings, and leveraging libraries and parks to build community and engage residents.
- **Communication platforms:** Though the website and social media accounts need updates, they are essential for engagement and visibility.

What Needs Improvement

Areas that were identified as challenges:

- Lack of indoor community spaces
- Gaps in collaboration between service agencies
- Need for improved onboarding and communication with parents
- Limited access to sliding-scale child care and mental health supports
- Marketing and branding updates

Bringing together community partners and parents in the same space for a strategic visioning session yielded rich discussions and in-depth analysis of each issue. Participants shared their perspectives on why challenges presented themselves and how they can navigate past them for future success. Additionally, by building upon successful strategies BIB's next chapter will leverage the momentum generated through The Hogg Foundation's investment.



BEST PRACTICES FROM BABIES IN BAYTOWN

The BIB leadership modeled several best practices in designing the session to ensure parents and agency partners got the most out of the session. Other community coalitions can replicate these best practices:

- **Language Access:** A live interpreter ensured that Spanish-speaking parents were not only present but fully engaged in decision-making. Using headphones and receivers parents were able to participate in real-time with simultaneous interpretation.
- **Family-Centered Design:** Children were welcomed into the meeting space with age-appropriate activities. This approach respected the realities of parenting while enabling parents to stay engaged in the conversation.
- **Inclusive Process:** All attendees, parents, agencies, partners, contributed to planning in real time. Activities like "What's Working / What's Not Working" and Idea Surgery created space for everyone's voice to shape the future.
- **Rooted in Community:** Holding the session at a neighborhood library reinforced trust and accessibility. The free venue was secured through community partnerships leaving resources to support meeting costs such as facilitation and interpretation.

Babies in Baytown is a representative example of the best practices rooted in the Communities of Care approach. Each collaborative built their implementation and sustainability plans leveraging Prevention Institutes's THRIVE Factors.



ACTIONABLE LESSONS FOR YOUR COALITION

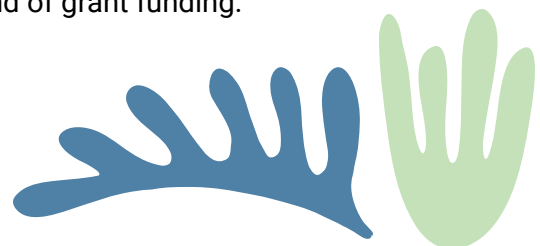
The forward thinking approach to funding taken by the Hogg Foundation aligned technical assistance and expertise through the Prevention Institute with the 6-year cohort of Communities of Care grantees. This partnership led to increased awareness about post-funding sustainability through webinars, coaching, and in-person experiences like the BIB session. The most important lessons for funders and coalitions from the BIB case study are:

1. **Start early:** Sustainability planning should begin before grant funding ends. Sustainability Technical Assistance can start as early as when the funding period begins. In this example, 3 years of targeted sustainability TA helped grantees refine their strategy over time.
2. **Be inclusive:** Language access, child care accommodations, and clear communication ensure broad participation.
3. **Use structured frameworks:** WVE's Idea Surgery and Multi-dimensional Sustainability approach helped organize the conversation and surface actionable strategies.

4. **Value lived experience:** Parents and community members are not just beneficiaries, they're leaders. Build processes that authentically engage parents and community members.

By investing in continued technical assistance across the grant's lifespan, coalitions had access to valuable resources, thought partnership, and advice from experts. Technical assistance is critical to helping grantees navigate hardships that arise during implementation such as the COVID-19 pandemic which greatly impacted grantee's ability to begin grant activities.

Funders and foundations can learn from the partnership built by the Hogg Foundation and Prevention Institute by infusing sustainability throughout the lifecycle of the grant far before the end of grant funding.





WRAPPING UP- BABIES IN BAYTOWN'S SUSTAINABILITY STORY

Babies in Baytown demonstrated that sustainability isn't just about funding, it's about relationships, leadership, and the ability to evolve while staying rooted in values. BIB made major strides toward a lasting, community-owned future with support from the Hogg Foundation's Communities of Care initiative and technical assistance from the Prevention Institute and Wendie Veloz Enterprises.

After 6 years of funding from the Hogg Foundation for Mental Health, BIB boasts some serious wins including:

- Building relationships with over 250 local parents and caregivers to conduct early childhood assessments
- Engaging 45 active family leadership members
- Hosting over 2,500 participants at various events
- Securing \$50,500 in grant funding to local organizations

BIB's sustainability is built on the foundation created with CoC funding. BIB made space for capacity building and created their own model of family and community engagement.

For coalitions looking to sustain their work after grant funding ends, this approach offers a compelling model: create space for inclusive planning, trust your community leaders, and plan for enduring systems, not just programs.

Explore more resources on sustainability planning and technical assistance at

<https://preventioninstitute.org/initiatives-and-projects/communities-care/communities-care-sustainability-toolkit>