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# PROGRAM DEVELOPMENT

MODULE 2

NON PROFIT BOOTCAMP



# PROGRAM DEVELOPMENT

## What is a Non-Profit Program?

A program is a collection of resources in an organization and is geared to accomplish a certain goal or set of goals.

Programs are one major aspect of the non-profit's structure. The typical non-profit organizational structure is built around programs, that is, the non-profit provides certain major services, each of which is usually formalized into a program.



# PROGRAM DEVELOPMENT

Since Non-Profit Programs are a **major** aspect of the nonprofit structure it is best to keep in mind that nonprofit programs are geared towards assets/resources.

The structure of the nonprofit organization is built on programs for nonprofit organizations. The program must be thoroughly designed prior to applying for grant funding.



# PROGRAM DEVELOPMENT

Before you can develop your Non-Profit program/s you must identify your local assets and resources. You should consider who can assist you on designing this program.

**What resources (space, people, money, time, equipment) do you already have that you can contribute to the project? What experts do you know who can work with you?**



# PROGRAM DEVELOPMENT

## **Programs Should Tie to the Organization's Mission**

Each program should be strongly associated with the organization's overall mission. That is, the organization's leaders should work from the mission to identify several overall, major goals that must be reached and that, in total, reach the mission.



# PROGRAM DEVELOPMENT

## Mission Statements

A great mission statement describes an organization's fundamental unique purpose. The mission statement communicates the value that the nonprofit organization delivers, the groups the organization serves, and how the groups are served.

**Mission statements will explain:**

1. **Why your nonprofit organization exist?**
2. **Who do you serve?**
3. **How do you serve them?**



**"To bring inspiration and innovation to every athlete<sup>™</sup> in the world. <sup>™</sup>If you have a body, you are an athlete."**

# PROGRAM DEVELOPMENT

Mission Statements are an essential component to the nonprofit organization.

1. It clarifies purpose and determine direction.
2. It motivates staff, supporters, board, and volunteers.
3. It provides a template for decision making.
4. It focuses energy and attention.
5. It sends out a powerful message to the public.



# PROGRAM DEVELOPMENT

## Program Planning Should Tie in With Strategic Planning

Depending on the nature of the organization, strategic planning typically includes review of the **organization's vision, mission, values, overall issues and goals** (each of which often becomes a program) and strategies to reach those goals (strategies to reach the goals often are the roadmap for how the program meets its own goals).

## Strategic Planning Cycle





# PROGRAM DEVELOPMENT

## Involve the Board

A major responsibility of boards is to set strategic direction for non-profits.

The non-profit's board should be highly involved in authorizing and guiding initial direction for programs.

Boards should be involved in strategic planning of programs.



# PROGRAM DEVELOPMENT

## Conduct Program Planning as a Team

The chief executive, key planners on the board, relevant middle managers and major clients should be involved in program planning.

Program planning is often initiated as part of the organization's overall **strategic planning process** and so is conducted by the strategic planning team, which should be comprised of board, the chief executive, staff and key clients, as much as possible.



# PROGRAM DEVELOPMENT

## **Program Planning Should Involve Potential Clients**

Involve clients in initial ideas about a program, discuss your perceived unmet need among those clients, ask how they would like the need to be met.

**Know Your Client**

# PROGRAM DEVELOPMENT

## **Don't Worry About Developing a Perfect Program Plan**

If the organization involves the right people, and if everyone participates and reflects on their experiences, then the organization will develop the "perfect" plan.



# PROGRAM DEVELOPMENT

**Your Plan Doesn't have to be perfect and there's no special rule.....**

It is a set of guidelines that serve as reference for the future.

You can change your plans- just know why and be able to explain (e.g., to your board and funder) why the plans have changed.



# PROGRAM DEVELOPMENT

The following **guidelines** will help ensure the program planning process points in the right direction:

- Program Names
- Focus on Outcomes
- Examine Your Intended Outcomes - Conduct Some Basic Marketing
- Coordinate the New Program with Other Current Programs
- Explore if Client Services Can Be Delivered More Effectively via Collaboration
- Plan Key Indicators of Program Success
- Include Short-Range Focus in a Long-Range Plan
- Learn by "Testing the Waters"?
- Plan Program Reviews

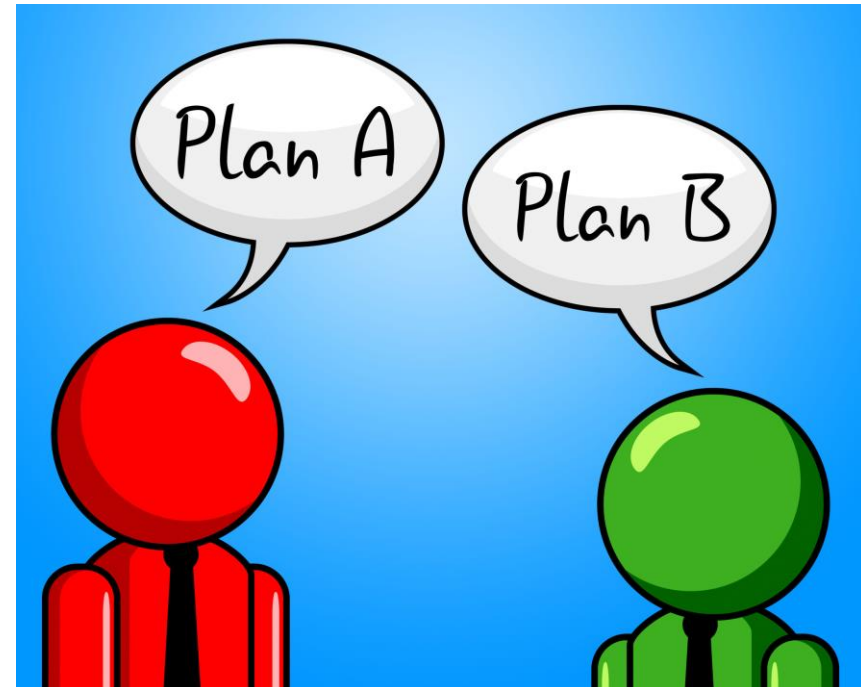


# PROGRAM DEVELOPMENT

## Program Names

A Non-Profit Program name can be memorable and descriptive of the work that your nonprofit provides.

The program name can be interesting enough to catch a funders attention and can assist with a funder re-calling your organization to submit a full detailed proposal.



# PROGRAM DEVELOPMENT

## Characteristics of your proposal/program that you could capture in the name:

- The purpose of your program or project.
- The primary strategy of your program.
- Who is involved with or will be served by your program? *This may be a geographic location, demographic group, or field.*





# PROGRAM DEVELOPMENT

## **Program Names that were funded by California Wellness Foundation....**

**Health Career Pathways**-To support the development of partnership that will provide health career support and opportunities for youth ages 7-16 in San Diego.



THE CALIFORNIA  
**Wellness**  
FOUNDATION

promoting equity, advocacy and access

# PROGRAM DEVELOPMENT

## Program Names that were funded by California Wellness Foundation....

**Dual Language Learners-** To promote high-quality programs for Dual Language Learners starting from birth, by meaningfully identifying and including Dual Language Learners in early learning quality improvement systems; and support the early learning workforce to build on the strengths of Dual Language Learners and meet their needs.



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# PROGRAM DEVELOPMENT

## Program Names that were funded by California Wellness Foundation....

**Advance Peace Impact-** To work with and support a targeted group of individuals at the core of gun hostilities and altering the trajectory of men's lives.



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# PROGRAM DEVELOPMENT

## Program Names that were funded by California Wellness Foundation....

**Re-entry Project-** To lead a demonstration project providing integrated economic security and employment services for formerly incarcerated women of color as a health improvement strategy in Los Angeles County.



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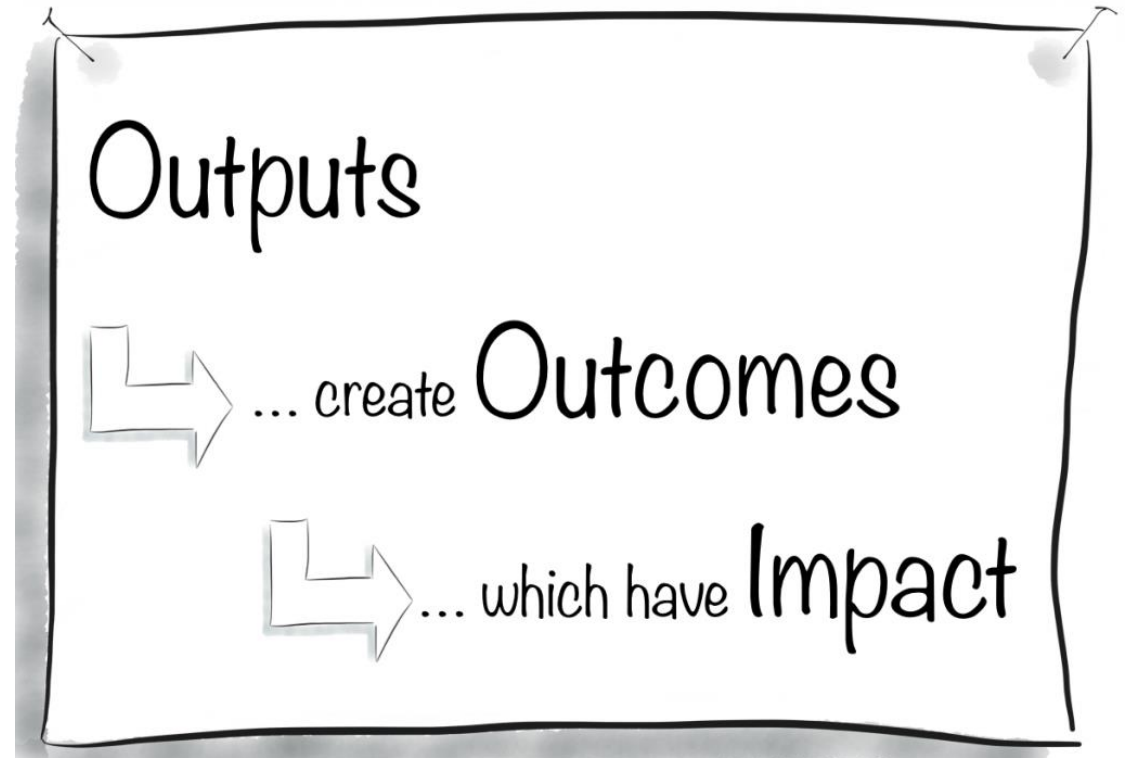
# PROGRAM DEVELOPMENT

## Focus on Outcomes

Outcomes are benefits to clients from participation in the program.

Outcomes are usually in terms of enhanced learning (knowledge, perceptions/attitudes or skills) or conditions, e.g., increased literacy, self-reliance, etc.

Outcomes are often confused with program outputs or units of services, e.g., the number of clients who went through a program.



# PROGRAM DEVELOPMENT

## Examine Your Intended Outcomes

Basically, you're verifying if there's a group of clients who are interested in, or really need your planned service or product.



# PROGRAM DEVELOPMENT

## Collaboration

Successful collaboration brings two or more organizations together to work in synergy, in an effort that is "more than the sum of its parts."



COLLABORATION

# PROGRAM DEVELOPMENT

## Collaboration

Funders love it when grantees collaborate and organizations partner on a program.

In the nonprofit sector, partnerships demonstrate that the issue you're working on has support and that there is a clear need in your community.



COLLABORATION



# PROGRAM DEVELOPMENT

## Collaboration

### Working with Partners

When you work with a partner, one of you will be the lead applicant, and the others will be listed as partners or collaborators, depending on how extensive you want the relationship to be.

If you want an extensive relationship in which everyone is contributing significant time and resources, time and resources that need to be paid for by the grant, you might want to pursue the arrangement as a **partnership** in which everyone involved is listed in the grant.



COLLABORATION

# PROGRAM DEVELOPMENT

## Plan Key Indicators of Program Success

These planned indicators will help you establish whether the program is successful or not.

Consider planning indicators associated with intended outcomes, e.g., "increased self-reliance (an outcome) for 70% of adult, African American women living in the inner city of Minneapolis as evidenced by the following measures (indicators) ".



## PROGRAM DEVELOPMENT

**Include Short Range Focus**

**Plans are guidelines, not rules. Plans can be changed -- but understand why you changed them.**



# PROGRAM DEVELOPMENT

## Plan Program Reviews

Program reviews are regular examinations of the program's activities to assess how the program is doing. Program reviews are also referred to as **Program Evaluations**.

A program review team should probably include the chief executive, the head of the new program and one or two other program directors, particularly those from programs that closely coordinate with the new program.



# PROGRAM DEVELOPMENT

## Program Evaluation

Programs should be evaluated on a quarterly or at a minimum yearly basis to discern if the programs are reaching their goals, achieving their outcomes and if they are doing so in an efficient manner.

Small nonprofits seldom have the resources to conduct evaluations of a program's goals, outcomes and process.



# PROGRAM DEVELOPMENT

## Program Evaluation EXAMPLE

### Measures of Success-TOOLS

- *Sign-in sheets – used daily at the center and in offsite classes to track student attendance*
- *Homework and Studies Log – used daily at the center to track student participation*
- *i-Ready.com – quarterly assessments conducted at the center in reading and math*
- *Outcomes Report – completed weekly to track progress for all outcomes*
- *Outcomes Summary – completed at year-end to summarize outcome results*
- *Student and Parent Surveys – completed at SAT-prep workshops and at the center*



# PROGRAM DEVELOPMENT

## Program Direction: Goals and Objectives

Goals are the long-term accomplishments or plans that you have for your research or your nonprofit organization and objectives are the more finite, measurable outcomes.

Program Goals Program goals should come from and be closely associated with the organization's outcomes.



# PROGRAM DEVELOPMENT

## Program Objectives

Think about each goal and what sub-goals, or objectives, you need to accomplish to reach that goal. Objectives should be worded such that one can rather easily discern if it's been reached or not.

For example, goals, associated objectives might be: recruit new staff, train staff, obtain facilities and equipment, install the equipment, develop advertising materials, distribute the materials, etc.





# PROGRAM DEVELOPMENT

## Strategies

Strategies are the means by which you will accomplish the program objectives.

Many researchers and organizations need to take a multi-pronged approach to their strategies.

Whether you're trying to provide a service or contribute to a body of research, you will need to use more than one strategy to do so.



# PROGRAM DEVELOPMENT

## Strategies

### Example

Strategies usually have plans (big steps like giving classroom presentations on youth entrepreneur programs:

Who will give the presentations?

What will the content/activities be?

Who will plan the presentations?

How long will they be?

**Good Strategies are based on the research of things that have been proven to work in the past.**



# PROGRAM DEVELOPMENT

## Strategies

### Provide Evidence

Look at the major objectives and the strategies you've outlined to accomplish them.

How do you know these strategies will accomplish these objectives?

Do you have evidence from your previous work?

Have you done some benchmarking of other programs?

Is it based on sound scientific, economic, political, or even social theory?

**You'll refer to the Needs Section of the Grant Proposal**



# PROGRAM DEVELOPMENT

## Sustainability

You will need to consider the long-term future of your proposed program.

After the first year of your program, how will you sustain and even build your program?

This is both about financial sustainability and growth of the scope or scale of the program.



# PROGRAM DEVELOPMENT

## Sustainability

You'll need to create a budget to determine the amount needed to sustain your program. **(Use the attach Budget Development Guide and template to this training)**

- Will you have memberships?
- Will you have donors from fundraising events or direct mailings?
- Will you have other grants?
- What other grants will you request funding?
- Can you charge enough for your services to cover part of your expenses?



# PROGRAM DEVELOPMENT

Program Resources and Budget Examine the program's process to the extent that you can associate what resources are needed to carry out that process.

Consider: **personnel costs (salaries and wages, fringe benefits, consultants), training, space, equipment purchase or rental, travel, copier, telephone, general office supplies, etc.** Develop a program budget by estimating the cost for each resource identified above.

The Budget is always required when securing funding.



# PROGRAM DEVELOPMENT

The word "Assignment" is rendered in a white, 3D-style serif font with a drop shadow. It is centered over a cluster of overlapping, rectangular paper scraps in various colors: red, orange, yellow, green, blue, and purple. The scraps are layered and slightly offset, creating a sense of depth and movement.

Assignment

# PROGRAM DEVELOPMENT

1. Let's Design your program/s, you can use this part of the assignment to design each one of your programs. We will include this information in your Grant Proposal in Module 4 **(Use the provided worksheet in Module 2 training lesson to complete this part of the assignment.)**
2. Review the Budget Development Guide, Budget Example, and Budget Template to build your programs budget. Use the Budget Template-**include** all resources that are needed to carry out the program process, salaries and wages, fringe benefits, consultants, training, space equipment purchase or rentals, travel, copier, telephone, general office supplies, etc. Develop a Program Budget by estimating all costs associated with your program.

