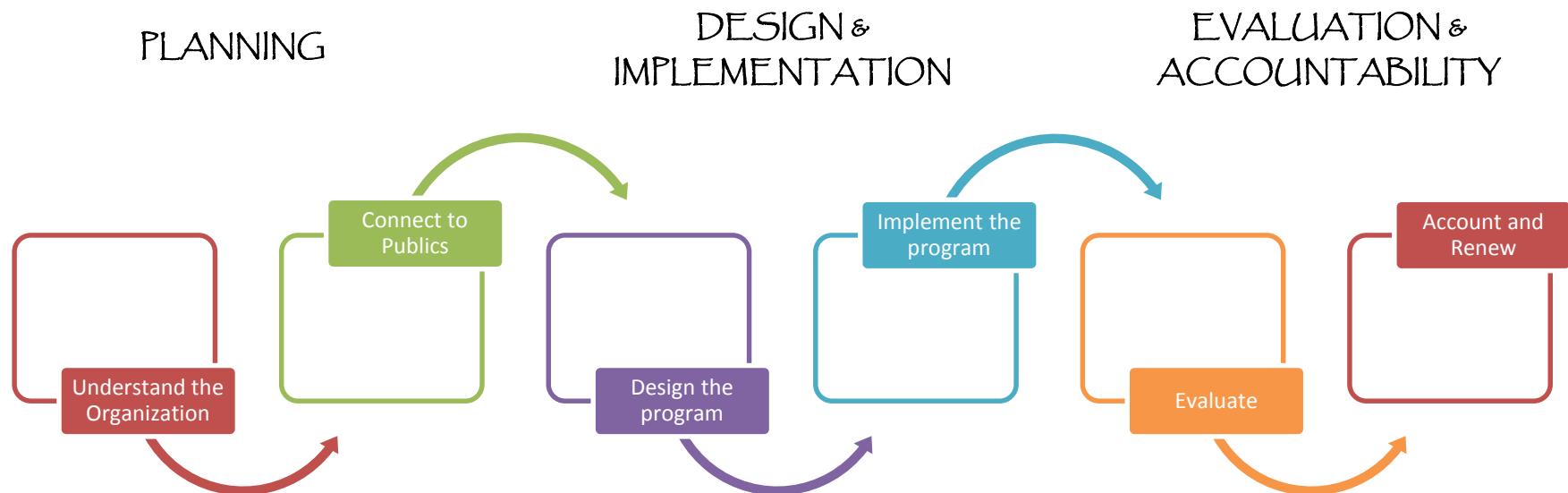


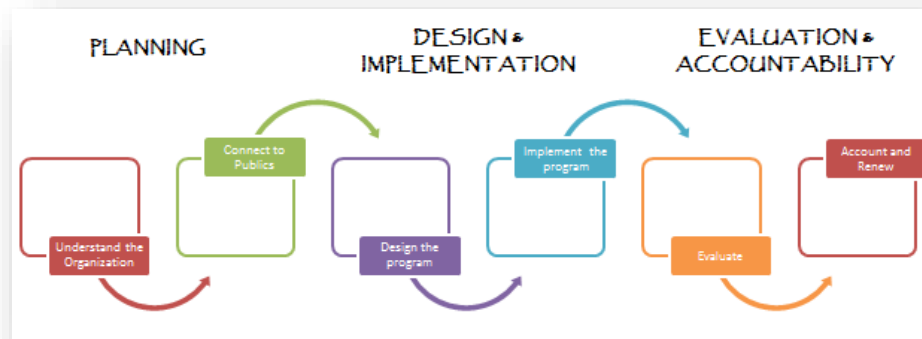


PROGRAMMING MODEL

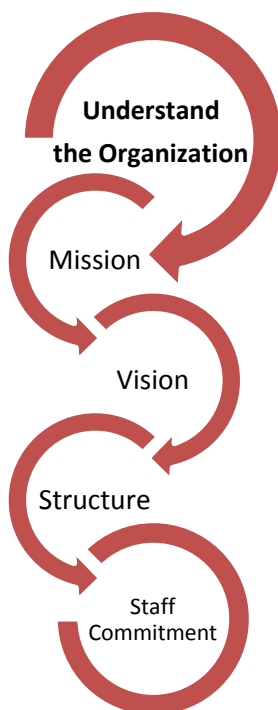
Support, Enhance, and Streamline any Organization

Adopted from Boone's Program Planning Model - a practical and empirical process of integrated strategies to help nonprofits and educators engage with communities around needs and strengths as opposed to operating in rigid or narrow subject matter areas.





PLANNING: Understand the Organization



What is the organizations' mission?

- ✓ What is the company's reason for existing?
- ✓ Does staff understand the purpose of the organization?
- ✓ What are the organization's actions?
- ✓ What are the organization's goals?

Does the organization have a clearly defined vision? If so, what is it?

- ✓ Does the vision inspire staff to come to work?
- ✓ Is the vision strategically sound? Is it reasonable?

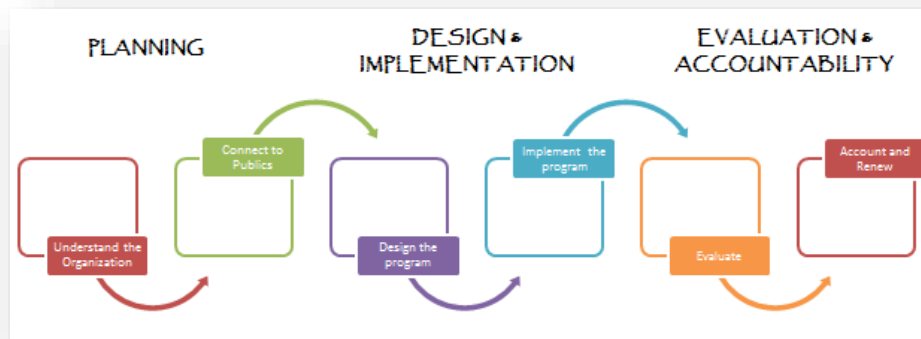
"A vision is not a strategic plan. The vision articulates where we are going; the plan tells us how we're actually going to get there. We start that planning work only after we've agreed on the vision... Well, I just can't quite figure how one does it. Imagine asking MapQuest to give you directions but not plugging in your desired destination." <http://www.inc.com>

What is the organization's structure?

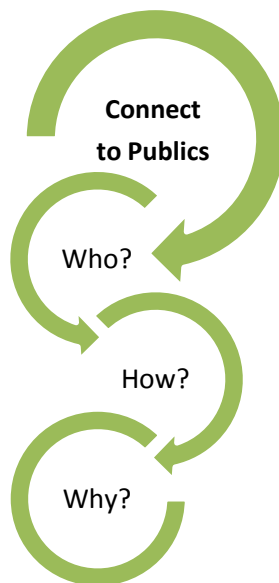
- ✓ Does the organization's structure offer a clear line of communication and authority?
- ✓ Does the organization's structure support proper delegation of roles and responsibilities?
- ✓ Does the organization's structure allow for renewal and sustainability?

OBJECTIVES

- The organization's mission, vision and structure will **align itself** with the issue, problem, situation, or need it is intending to address.
- Staff will understand the need to be **committed** to the organization's function and structure.
- Staff will be **knowledgeable** of the organization's processes.
- Staff will understand the need to be committed to the organization's need for **continued renewal and improvement**.



PLANNING: Connect to Publics



Can the organization and staff verbalize who its crucial publics are?

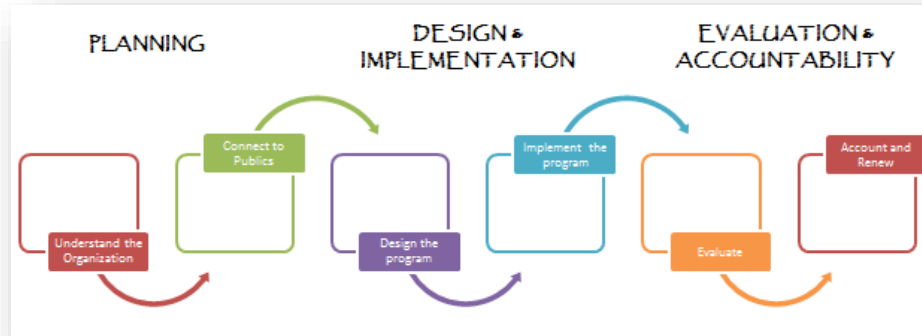
- ✓ Who is the audience?
- ✓ Who are the clients/recipients?
- ✓ Who are the advocates?
- ✓ Who are the funders?
- ✓ Who are the stakeholders?

Can staff answer the following question(s)?

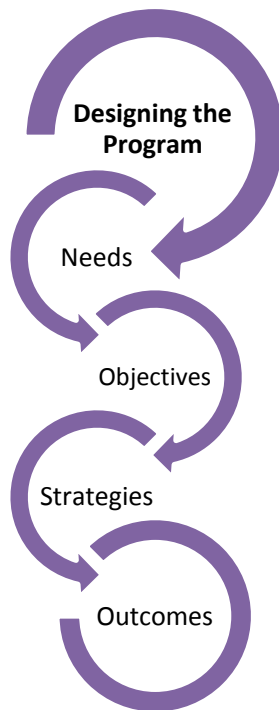
- ✓ Who are the leaders and key informants that know our target audience or clients? Whom do we connect with to improve our understanding of the population we serve?
- ✓ How do we ensure key informants are ready and willing to support our mission?
- ✓ Why is it crucial to reaffirm and honor our commitment with local leaders and stakeholders?

OBJECTIVES

- Staff will study, analyze and map out the organizations publics.
- Staff will identify target publics to be served by the organization.
- Staff will identify and develop a plan to connect with leaders of the target publics.
- Staff will understand how to collaborate with identified leaders to assess and analyze the strengths and needs of the target publics.
- Staff will understand the need to develop and maintain formal and informal agreements with identified leaders.



DESIGN AND IMPLEMENTATION: Design the Program



What are the needs that the program is intending to address?

- ✓ Who are the needs expressed by?
- ✓ Are these needs real or perceived by a specific public?
- ✓ Are these expressed needs translatable into macro needs?

Ex. A person needs to resolve a DWI citation (felt need) vs. the understanding of the problem, possible alcoholism (macro).

What objectives will address the needs?

- ✓ Do objectives need to be developed to address immediate expressed needs?
- ✓ What is the programs' expected outcome in addressing macro needs?
- ✓ Does the objective accurately reflect the macro need?

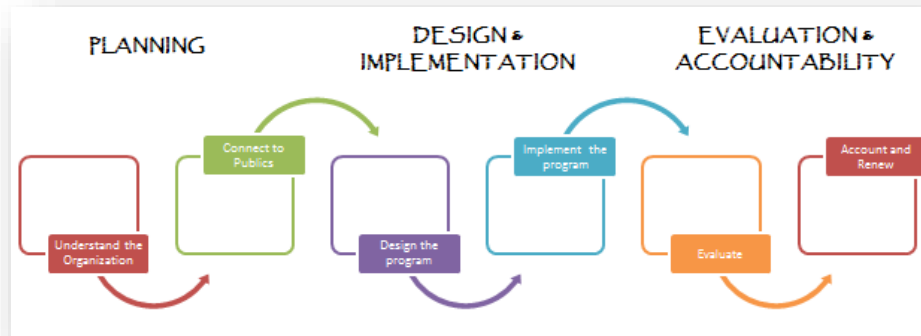
What strategy will be used to satisfy the objectives and needs?

- ✓ Can these strategies be replicated across a broader spectrum of expressed and macro needs?
- ✓ Do these strategies incorporate learning and educational goals to allow for sustainability and continuity?

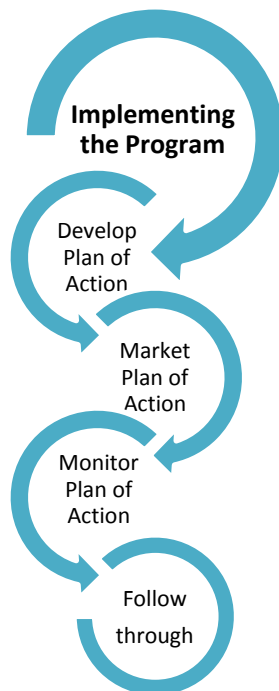
What are the expected and specific outcomes of the designed program?

OBJECTIVES

- Client/customer needs will be analyzed and converted into macro needs where applicable.
- Staff will utilize understanding of the organization and its publics to determine if expressed and macro needs are in line with the overall mission and structure of the organization.
- Macro objectives will be developed to address macro needs.
- Staff will develop strategies to reach objectives, ensuring learning and educational goals are incorporated within each strategy.
- Staff will verbalize clear and specific outcomes of the designed and planned program.



DESIGN AND IMPLEMENTATION: Implement the Program



How do you develop a *Plan of Action* to implement the planned and designed program?

- ✓ Does the organization agree on expressed, felt, and macro needs?
- ✓ Can staff translate these needs into problem-solving objectives?
- ✓ Do these problem-solving objectives include specific learning experiences? *Ex. Working under the supervision of experienced volunteers and learning through observation and interaction with these community leaders, as opposed to reading about volunteering from a book.*
- ✓ What are the expected outcomes of the objectives?
- ✓ How will problem-solving objectives be evaluated?

What is the organizations' method of marketing the *Plan of Action*?

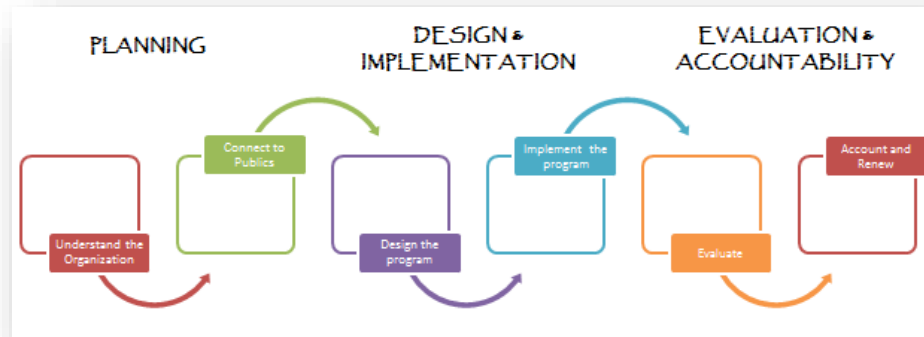
- ✓ To staff that will utilize the plan of action.
- ✓ To clients who will benefit from the plan of action.
- ✓ To funders, advocates, stakeholders, other organizations.

How will the organization follow through with the *Plan of Action*?

- ✓ Is there a clearly defined plan to follow through with leaders?
- ✓ Is there a clearly defined plan to follow through with staff in order to monitor and reinforce objectives?
- ✓ Is there a clearly defined plan to follow through with clients to determine if the outcomes are as expected?

OBJECTIVES

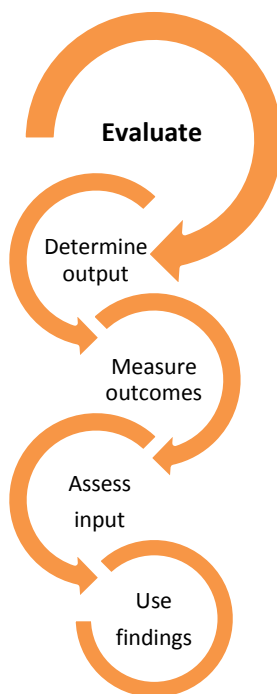
- Staff will develop a *Plan of Action* to outline how needs will be addressed with problem solving objectives.
- Problem solving objectives will incorporate learning experiences to ensure consistency across staff and time.
- Staff will understand the need for effective and precise marketing of the *Plan of Action* to a variety of publics.
- Staff will develop a method and timeline to ensure efficient follow through on the *Plan of Action's* objectives and outcomes.



EVALUATION AND ACCOUNTABILITY: Evaluate

"One of the great mistakes is to judge programs by their intentions rather than their results"

--- M. Friedman



Is the planned, designed and implemented program producing the intended outcomes(s)?

✓ What outcome has each problem-solving objective produced?
Remember that the output of a problem-solving objective, or its process, it is different that its outcome (deliverable vs. achievement).

Is the output satisfying the intended need?

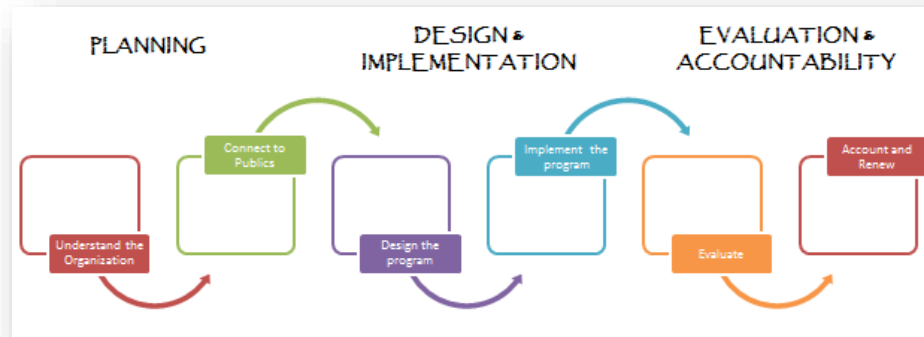
✓ Ex. If your objective was to train 10 staff members, did all 10 staff member receive the training? If applicable, did they earn the appropriate certification?

Consider the following:

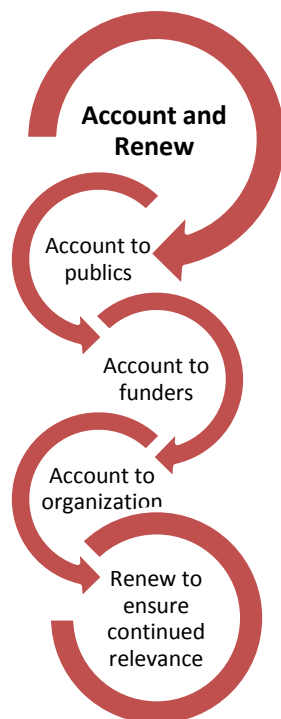
- ✓ If the outcome (result) did not satisfy the intended need, what was the reason? The process? The strategy? The input?
- ✓ Assess the input that is/was needed to reach the desired output.
Ex. time, staff, resources, expertise, etc.
- ✓ **How will the organization use the findings for program revision or renewal?**

OBJECTIVES

- Staff will gain a clear understanding of the difference between an output and an outcome.
- Staff will be able to determine and measure desired outputs.
- Staff will understand what input is needed to obtain the desired output.
- Staff will use the findings to conduct self-examination, explore options for new roles, and build competence and self-confidence.



EVALUATION AND ACCOUNTABILITY: Account and Renew



What does the organization do with the findings and results of the evaluation?

- ✓ Who is accountable for the program's achievement and improvement needs?
- ✓ Is the program reporting on its intended inputs, outputs, and outcomes to its target audience on an ongoing basis?
- ✓ Can the program account for mandate requirements to its funders?
- ✓ Can the planned, designed, implemented and evaluated program account to its parent organization?

How does the organization use all information to renew itself to ensure continued relevance?

- ✓ Accountability means responsibility, being answerable or liable to someone else for one's actions. We must answer "to whom and for what?"
- ✓ There is a need to make a link between performance accountability and program improvement. What are things that we are accomplishing and that we need to market? What is not working well that we need to know about it so we can fix it?

OBJECTIVES

- Staff will gain knowledge and understanding with regard to the key needs of performance accountability and program improvements
- Staff will become committed to an organizational renewal process to maintain relevancy of mission and vision of the organization.