



Self-Paced Guide

Programs and Operations Course

Appalachian Regional Commission (ARC) *READY Nonprofits*

Presented by Strategic Consulting Partners

This Self-Paced Guide was prepared by SCP for ARC's *READY Nonprofits* Training Program. ARC and the U.S. Government do not make any warranty or assume any legal responsibility for the accuracy, completeness, or usefulness of the information provided in this Self-Paced Guide. Reference to any commercial product does not constitute an endorsement by ARC or the U.S. Government. The views expressed by the authors do not necessarily reflect those of ARC or the U.S. Government.

This curriculum was created by Strategic Consulting Partners to be delivered as part of the Appalachian Regional Commission’s *READY Nonprofits* Training Program. Presentation or distribution of these materials for a fee by any other entity is prohibited.

Table of Contents

- SESSION 1: Overview.....5**
- I. Welcome5
- II. Course Overview5
- III. Course Outcomes 6
- IV. Course Objectives..... 6
- V. Assignment..... 6
- Organizational Self-Assessment Questionnaire7
- SESSION 2: Overview 8**
- I. Session Outcomes..... 8
- II. Standards for Excellence 9
 - A. Standards for Excellence and the Five Pillars10
- III. What is Nonprofit Program and Operations Management? 11
 - A. Nonprofit Operations 11
 - B. From Strategy to Action..... 12
 - C. Layers of Management 13
 - D. The Balanced Scorecard (BSC) 15
 - E. Why Program Management? 17
 - F. Effective Nonprofit Operations 18
 - G. Effective Program Management 19
 - H. Benefits of an Aligned Organization 19
- IV. Vision, Mission, Values, and Services.....21
 - A. The Golden Circles 22
 - B. Your Vision 22
 - C. Your Mission 26
 - D. Core Values..... 28
- V. Program Planning Framework.....32
 - A. Logic Model 33
 - B. Benefits of Logic Models..... 34
 - C. Effective Planning 35
 - D. The Kellogg Logic Model..... 37
 - E. INSPIRE Logic Model 39

| | |
|---|-----------|
| VI. Assignment | 40 |
| SESSION 3: Overview | 41 |
| II. Program Implementation and Project Management | 42 |
| A. Project Management Frameworks | 42 |
| B. Program Planning Framework: Implement | 43 |
| C. Examples of Frameworks | 46 |
| D. What is a Project Plan? | 51 |
| E. What to Include in Project Plans? | 52 |
| F. Scheduling a Project | 53 |
| III. Financial Management and Budgeting | 58 |
| A. Organizational Budget | 59 |
| B. Program Budget | 60 |
| IV. Program Evaluation | 63 |
| A. Program Planning Framework: Evaluate | 63 |
| B. Program Performance Measures | 68 |
| V. Assignment | 71 |
| Case Study: Tri-County Family Services (TCFS) | 71 |
| SESSION 4: Overview | 72 |
| I. Session Outcomes | 72 |
| II. Change Management Principles | 73 |
| A. The Change Curve | 74 |
| B. Responses to Change | 75 |
| C. Stress Triggers from Change | 76 |
| D. How to Mitigate Change | 76 |
| III. Effective Communication for Program Management Success | 78 |
| A. Strategic Components of Effective Program Communication | 78 |
| B. Barriers to Effective Communication | 80 |
| C. Crisis Communication | 82 |
| D. Communication via Meetings | 83 |
| E. Components of an Effective Communications Plan | 85 |
| IV. Managing People and Processes | 87 |
| A. Benefits of a Program Manual | 88 |
| B. Program Manual Checklist | 90 |
| C. Organizational Structure | 91 |
| D. Key Components of a Job Description | 92 |
| E. Volunteer Management | 95 |

| | |
|--|------------|
| F. Organizational Chart..... | 96 |
| G. Strategic Alliances and MOUs..... | 100 |
| V. Assignment..... | 101 |
| SESSION 5: Overview | 102 |
| I. Session Outcomes..... | 102 |
| II. Programs and Operations Learning Journey..... | 103 |
| III. Learning Reflection | 104 |
| IV. Activity – Organizational Impact Reflection..... | 104 |
| Glossary of Terms | 105 |
| Appendix..... | 108 |

Appalachian Regional Commission Overview

The Appalachian Regional Commission (ARC) is a regional economic development entity that represents a partnership between federal, state, and local governments. Established by an act of Congress in 1965 through the Appalachian Regional Development Act (ARDA), 40 U.S. Code §§ 14101–14704, ARC is composed of the governors of the 13 Appalachian states and a federal co-chairperson, who is appointed by the president of the United States. Local participation is also provided through multi-county local development districts (LDDs). ARC serves a 206,000-square-mile region of 26.6 million people that includes all of West Virginia and parts of 12 other states: Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia. To learn more about ARC’s strategic investment goals, objectives, and guiding principles, visit www.arc.gov.

Session 1

SESSION 1: Overview

- I. Welcome
- II. Course Overview
- III. Course Outcomes
- IV. Course Objectives
- V. Assignment

I. Welcome

Welcome to the Self-Paced Programs and Operations course for the *READY Nonprofits* Training Program. This course is designed to support nonprofit organizations in the Appalachian Region with emphasis on improving their internal capacities, which will help them leverage other resources to improve the quality of life and foster economic development in their surrounding communities.

II. Course Overview

The programs and operations course for nonprofits offers a strategic exploration of the essential skills and principles necessary to effectively plan, implement, and optimize programs within mission, vision, and value-driven organizations. Participants will delve into key aspects of the program design, monitoring, and evaluation, gaining insight into best practices for aligning programmatic activities with the overarching goals and mission of a nonprofit. The course covers operations management, addressing logistical and administrative functions critical to sustaining nonprofit operations, such as budgeting, resource allocation, and stakeholder engagement. It will also focus on strategic program development and scaling, emphasizing the integration of data-driven decision-making and the use of technology to enhance efficiency. Participants will explore techniques for assessing program impact, measuring outcomes, and adapting strategies based on evolving needs and community dynamics.

This course includes five sessions with each session incorporating up to three modules. Each module provides content related to the course objectives and learning outcomes. We encourage you to explore the various reflection questions and assignments to help further your engagement with the course materials and direct application within your organizational environment. This course is designed to

be completed sequentially by starting with session one and ending with session five. Each session's assignments and activities build upon content covered in prior sessions. Throughout the materials there are questions to be used as a cue to pause and take notes or reflect in a manner and medium that best suits your learning style. Reflecting on application is key in extending learning and permeating the knowledge, tools, and practices throughout your organization.

III. Course Outcomes

Participants will be equipped with the tools and knowledge needed to manage the programs and operations aligned with the unique challenges and opportunities present in the nonprofit sector, fostering organizational resilience and mission accomplishment.

IV. Course Objectives

At the conclusion of this course, participants will know how to do the following:

- Explore and refine their mission, vision, and value statements.
- Understand program evaluation models and setting key performance indicators (KPIs).
- Create a comprehensive budget and resource allocation plan.
- Investigate the challenges and opportunities in nonprofit operations.
- Understand the role of budgeting, resource allocation, and stakeholder engagement as it pertains to effective program operations.

V. Assignment

As you begin this course, please review the assignments below and complete them. This will begin to provide you with the foundational information to move through the course content and apply the learning within your organization.

- Review video link: Things that Make a Meaningful Vision- Simon Sinek: [VIDEO LINK](#)
- Review your organization's mission and vision statements.
- Review your organization's core values.
- Review the logic model handouts (Kellogg, INSPIRE).
- Complete the Organizational Self-Assessment Questionnaire (below).

Organizational Self-Assessment Questionnaire

Complete this assessment to help identify important focus areas for your organization as you move through this course. You may not have the answer or know the answer to some questions. In that case, please enter 'N/A'.

1. What is our vision? This refers to the big change we want to make.
2. What is our mission?
3. Who is our customer? (List them all)
4. What does the customer value?
5. What have been our results?
6. What is our plan in the next year? What is our plan in the next five years?
7. What is our secret sauce? What sets us apart from others doing similar work?
8. What are our services?
9. What are the core values that guide our behavior and decision-making?
10. What is our current situation?

Session 2

SESSION 2: Overview

- I. Session Outcomes
- II. Standards for Excellence
- III. What is Nonprofit Program and Operations Management
- IV. Vision, Mission, Values, and Services
- V. Program Planning
- VI. Assignment

I. Session Outcomes

Session Outcomes

After this session, you will:

- Understand the components of program management.
- Clarify your vision, mission, and values.
- Learn logic models as a framework for effective program planning and management.

II. Standards for Excellence

Standards For Excellence



Developed by the Standards for Excellence Institute

By implementing the performance benchmarks in the code, nonprofit organizations will meet the highest ethical standards for effective service in the public interest.



By following the guidelines outlined by the Standards for Excellence Institute, nonprofits can meet the challenges facing nonprofits and provide the highest quality service in the public interest.

- The Standards describe how nonprofits should act to be ethical and accountable in their program operations, governance, human resources, financial management, and fundraising.
- The Standards are based on 58 guiding principles.
- This is one set of standards, but there are others successfully used by nonprofits.

A. Standards for Excellence and the Five Pillars

Standards for Excellence and the Five Pillars

-  1. Mission, strategy, and evaluation
-  2. Leadership: Board, staff and volunteers
-  3. Legal compliance and ethics
-  4. Finance and operations
-  5. Resource development



The Standards for Excellence include six pillars. A few of them are:

1. Mission, Strategy, and Evaluation: Mission and impact, planning strategically, organizational evaluation, program evaluation, strategic partnerships

2. Leadership: Board, Staff, and Volunteers: Leadership and governance, leadership and operational management, cultural competency

3. Legal Compliance and Ethics: Maintaining legal compliance, required public disclosures, reporting misconduct and whistleblower protection, conflicts of interest, ethics

4. Finance and Operations: Financial budgeting, reporting, and monitoring, internal controls and financial policies, personnel policies, administrative policies, risk management and insurance

5. Resource Development: Resource plan, sources of income, fundraising, donor relations, acceptance of gifts, fundraising on behalf of the organization



What is Nonprofit Program and Operations Management



This presentation is for educational purposes only and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.

III. What is Nonprofit Program and Operations Management?

Nonprofit Operations and Program Management topics include:

- Financial Management
- Program Development and Evaluation
- Volunteer Management
- Communications and Marketing
- Organizational Leadership



A. Nonprofit Operations

Nonprofit operations encompass the day-to-day activities and processes that support a nonprofit organization's mission. This includes managing resources, staff, and programs to ensure the organization can effectively fulfill its goals. Essentially,

it's about making sure the organization runs smoothly, efficiently, and effectively, allowing it to focus on its core mission. Here's a more detailed breakdown:

Key Aspects of Nonprofit Operations:

- Nonprofit organizations can better equip their staff and volunteers with the skills and resources they need to succeed, ensuring that their mission is effectively carried out and their impact is maximized.
- As your organization grows, operations and program management will need to evolve.

Key Areas Covered in Operations Training:

- **Financial Management:** Budgeting, accounting, fundraising, and financial reporting
- **Program Development and Evaluation:** Designing, implementing, and evaluating programs to maximize impact
- **Volunteer Management:** Recruiting, training, and retaining volunteers
- **Communications and Marketing:** Developing effective communication strategies and marketing campaigns
- **Organizational Leadership:** Developing strong leaders who can guide and inspire staff and volunteers

B. From Strategy to Action



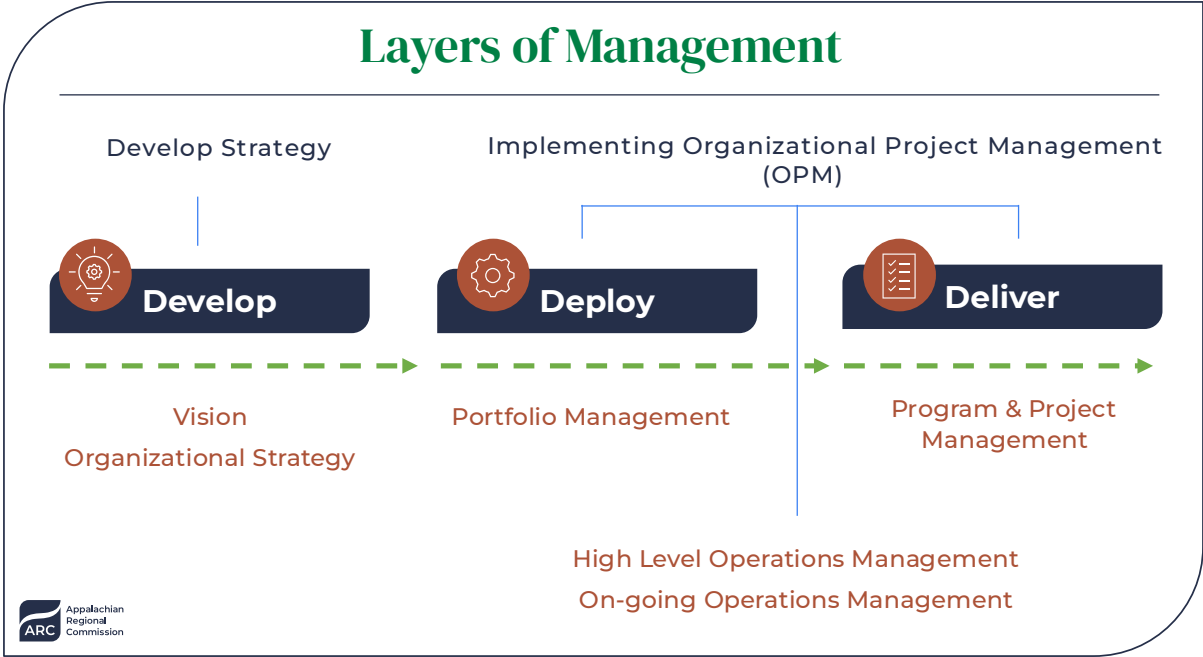
An operations plan provides a structured approach to improving and optimizing business processes to align with organizational goals. It involves analyzing, designing, implementing, measuring, and continuously improving how work is done within an organization. The above graphic helps to differentiate between an operations plan, program management plan, and project management plan. Detailed definitions for each type of plan are detailed below.

Operations Plan: An operations plan is a detailed document that outlines how an organization will achieve its goals. It is a roadmap for strategies, translating broad goals into specific, actionable tasks with timelines and responsibilities identified.

Program Management Plan: A program management plan is a roadmap that guides the execution of a program, which is a collection of related projects sharing a common goal. It includes the resources needed, as well as the approach. Programs are often long running, contributing towards multiple goals or outcomes.

Project Management Plan: A project management plan concentrates on the specific deliverables, tasks, and timelines of an individual project within a specific program. Focused on a single piece of work with a specified scope and output.

C. Layers of Management



The visual layers of management within the organization from organizational operations to portfolio to program to project are depicted in the graphic above and detailed below:

- **Strategic plan management:** An organizational operations implementation plan that incorporates agency-wide priorities
- **Portfolio management:** Strategically selecting, prioritizing, and controlling an organization's projects and programs to ensure they contribute to achieving those strategic goals
- **Program and project management:** Program-specific planning and management focus – focusing on individual projects

Understanding how programs and operations fit into the overall organizational structure is crucial for leading teams and communicating effectively with stakeholders.

Implementing Organizational Project Management (OPM):

- This is a framework that involves aligning an organization's project, program, and portfolio management practices with its overall strategic goals.
- It ensures that all the projects and programs an organization undertakes are carefully selected, planned, and executed in a way that directly contributes to achieving its mission and objectives.
- Implementing OPM involves establishing clear standards, methodologies, and processes for managing projects, programs, and portfolios.
- It also emphasizes effective communication, collaboration, and resource management across different teams and projects.
- By implementing OPM, organizations can improve their efficiency, productivity, and overall success in delivering on their strategic initiatives.

Implementing Operations Performance Management (OPM):

- This refers to the process of efficiently managing and improving the performance of operational processes within a business, particularly in industries like manufacturing.
- It involves measuring, analyzing, and improving operational activities such as production, supply chain management, quality control, and customer service.
- Implementing Operations Performance Management aims to optimize these processes to enhance efficiency, effectiveness, and profitability.

In summary, "implementing OPM" generally means putting into practice a structured approach to:

- Align project, program, and portfolio management with organizational strategy.

D. The Balanced Scorecard (BSC)

Balanced Scorecard



Balanced Scorecard Approach to Programs and Operations Management

Organizations use BSCs to:

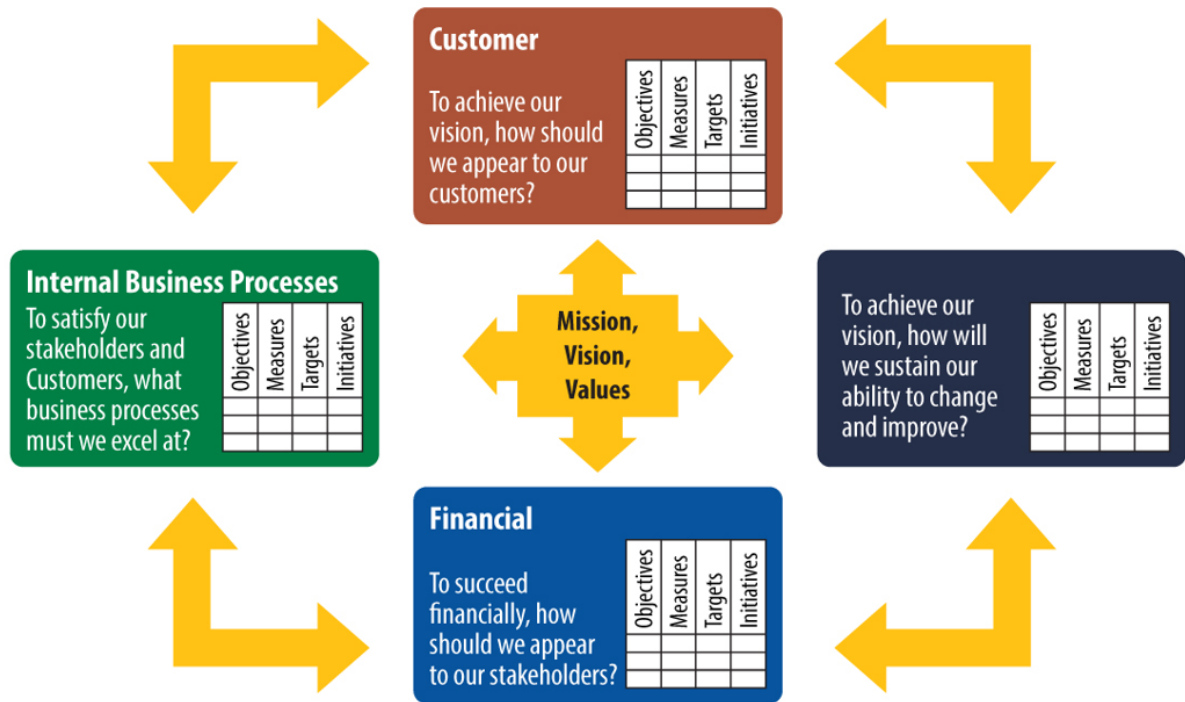
- View organization through a holistic lens
- Communicate what they are trying to accomplish
- Align the day-to-day work that everyone is doing with strategy
- Prioritize programs, projects, products and services
- Measure and monitor progress toward strategic targets

One approach to planning promotes aligning goals and operations through a balanced scorecard model. Aligning with strategic organizational goals is key to maximizing efficiency and aligning program delivery.

The balance scorecard approach involves setting priorities, focusing energy and resources, strengthening operations, and ensuring that employees and stakeholders are **working toward common goals and intended outcomes/results**.

Strategic planning often utilizes a balanced scorecard approach which allows organizations to set and then see the strategic direction of operations and offers benchmarks and metrics to strive for over time versus the day-to-day operations. Once an organization has set a strategic direction through planning, creating an implementation plan allows the organization to map out the impacts and alignments within operations, which then impacts programs and the projects within.

Balanced Scorecard



The concept of the balanced scorecard has evolved beyond the simple use of perspectives. It is now a holistic system for managing strategy.

A key benefit of a disciplined framework is that it allows organizations to “connect the dots” between the various components of strategic planning and management. This means there will be a visible connection between the projects and programs people are working on, the measurements used to track success (KPIs), the strategic objectives the organization is trying to accomplish, and its mission, vision, values, and strategy.

E. Why Program Management?



Without a Management Plan

- Poor communication
- Disjointed efforts
- Lack of accountability
- Inefficient resource allocation



Unaligned organizations are those in which different departments, teams, or individuals do not work toward the same goal. Unaligned organizations can experience the following:

- **Poor communication:** There is a lack of clear communication about the overall strategy and goals, which causes confusion and misinterpretations among employees.
- **Disjointed efforts:** Individual teams may work on projects not connected to the larger strategic plan, leading to fragmented activity with little overall impact.
- **Lack of accountability:** When teams are not aligned with the strategy, holding them accountable for achieving desired outcomes can be difficult.
- **Inefficient resource allocation:** Resources may be wasted on projects that do not contribute to the overall strategic priorities.

F. Effective Nonprofit Operations

Program and Operations Management Ensures:



Operations are

ing

agement

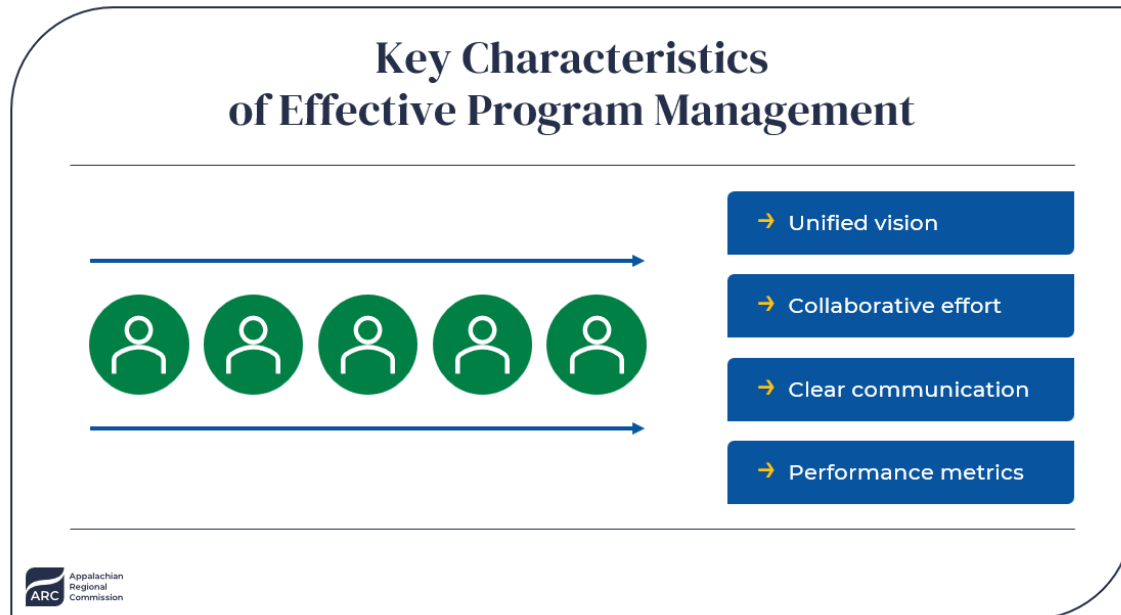
of the organization

A nonprofit operations manager, program director or other leadership role is responsible for overseeing and coordinating operational functions. These roles should work to improve efficiency, manage resources effectively, and ensure the organization is meeting its mission goals.

Effective nonprofit operations are crucial for:

- **Sustainability:** Ensuring the organization can continue to operate and fulfill its mission in the long term
- **Efficiency:** Maximizing the impact of resources and minimizing waste
- **Accountability:** Ensuring the organization is transparent and accountable to its stakeholders
- **Impact:** Allowing the organization to focus on its mission and achieve its goals
- Enhanced decision-making
- Stronger employee engagement
- Increased ability to serve constituents
- Alignment to overall organizational strategies

G. Effective Program Management



Program management is a process in which all aspects of operations, including teams, departments, and processes, work together toward a single strategic goal and are aligned with a clear strategy.

Unified vision: All employees understand the company's mission, vision, and key strategic priorities.

Collaborative effort: Different departments work together seamlessly to achieve shared goals, minimizing silos and redundancies.

Clear communication: Strategic plans are effectively communicated throughout the organization, ensuring everyone is on the same page.

Performance metrics: Measurable indicators are used to track progress toward strategic objectives and identify areas for improvement.

H. Benefits of an Aligned Organization

Improved efficiency: Focused efforts on key priorities result in better resource allocation and increased productivity.

Enhanced decision-making: Alignment ensures decisions are made with the overall strategy in mind.

Stronger employee engagement: When employees understand the company's direction and their role in it, morale and motivation increase.

Ability to Serve Constituents: A well-aligned organization can adapt quickly to market changes and seize opportunities.



Questions to consider:

Have you experienced being in an aligned organization?

How does it feel to work in an aligned organization?



Vision, Mission, & Values



This presentation is for educational purposes only and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.



Participant Guide, page 11

IV. Vision, Mission, Values, and Services

Effective program management aligns with the larger organizational vision and mission. A clearly defined vision and mission are key to focusing and making strategic decisions. In this module you will review and if appropriate refresh your vision, mission and values.

Why are Vision and Mission Important

- Vision and Mission are important for nonprofits because they provide a clear direction and purpose to your work.
- Program management aligns with this.



A. The Golden Circles

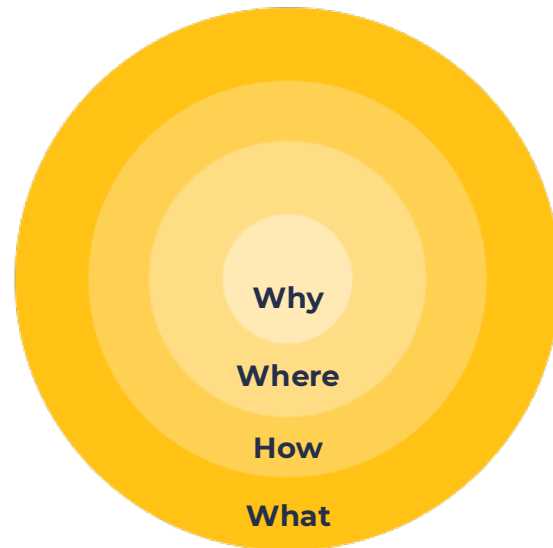
The Golden Circles: Mission, Vision, Values, and Strategy

Why: Your mission

Where: Your vision

How: Your values

What: Your strategy



The Golden Circles is a framework based on Simon Sinek's Golden Circles concept. When creating a strategic or operations plan, you start by defining the "why," then move on to the "how," and finally the "what." For our purposes in this course, we also discuss the "where" as the vision impacts the "how" and the "what."

[The Golden Circle - Simon Sinek](#)

B. Your Vision

A vision statement is a concise, thoughtful, and inclusive declaration of where the organization is headed and what it will look like when it arrives.

The vision articulates the organization's future state. It's the significant change you want to create for your community and the world.



Your Vision - The Where

Describes the organization's future state.

- Inspirational
- Future-focused
- Picture perfect
- Grounding
- Present tense
- 10 words or less



Questions to consider:

What will our organization look like in 5–10 years?

What does success look like?

What mountain are we climbing and why?

Your vision statement:

- Pushes your organization to move beyond its perceived limits
- Inspirational. It touches the hearts and spirits of everyone inside and outside of the organization
- Concise. Try for 10 words or fewer
- Future Focused. Focus on what you want to create
- Picture Perfect. Clearly describes the desired future state
- Grounding. It's rooted in the WHY
- Now. It's a present tense statement of the significant change you want to make

Vision Statement Examples:

- Susan G. Komen for the Cure: **Cure Breast Cancer**
- Appalachian Regional Commission: **Appalachia is a region of great opportunity that will achieve socioeconomic parity with the nation**

Vision Statement Questions

Many organizations have a mission statement, but not all have developed a vision statement or values. As you review, refresh, or develop your vision statement, start by asking yourself some key questions.



Questions to consider:

These questions can be discussed with your whole board or leadership team, but for now, please review and reflect on the following questions:

How does the organization define success?

What does the result look, feel, and sound like?

How is success measured?

How will the successful attainment of this future impact our clients, the community, and the world?

C. Your Mission

Your mission statement outlines the actions your organization is taking to advance its goals and move closer to its vision. It's your programs and services that are designed to create the change you seek for those you serve, whether it's creating new business opportunities or supporting individuals in substance use disorder recovery.

Your Mission - The Why

Defines the organization's purpose, target population, and impact methodology



ment, and
in which the

The mission gives the organization heart and answers these questions:

- Why does what we do matter?
- What difference are we making in the world? Why would our supporters miss us if we were not here?
- What do we do?
- How do we do it?
- What programs and services do you believe will bring about the change?

Sample mission statements:

The PA Wilds: **Celebrate and nurture our natural wonders by connecting people with nature**

United Way: **To improve lives by mobilizing the caring power of communities to advance the common good**

Mission Statement Questions



Questions to consider:

Take some time to review and reflect on your mission statement.

Why do we exist?

Who are our customers and clients?

How are the services provided to customers and clients?

What benefits are provided to customers and clients?

What is the organization's core promise to its constituents?

- We help (who) _____
- achieve (impact) _____
- by (what) _____ (methodology, programs, services)

D. Core Values



Core Values

Deeply held convictions that shape our attitude, behavior, and culture:

- How people in an organization are expected to behave, how teams treat each other, and how you expect your organization to treat your customers.
- Provide a “should/should not” test for all behaviors and decisions.

ARC Appalachian Regional Commission

Your values describe how you operate as an organization. How are decisions made, and what are the values and the cultural standards? Values are discovered rather than created.



Core Value Questions



3-5 value statements that:

- Explain our fundamental philosophy
- Reflect our beliefs and values
- Guide the board, employees, and contractors in decision-making daily.
- Provide strategic direction and stability when implementing "strategies."



As you review or create your organization's core values, these should be reflective of your beliefs and values, help to guide decision-making, and provide direction for your long-term strategy. Core values should be no more than 3-5 statements that are memorable. Use the exercise below to help define or refine your core values. Share the Core Values Exercise with others within your organization. Once the sheets have been completed, you will combine all responses into one master list.

Core Values Exercise

Core values define what your organization stands for.

They are at the core of your culture, behavior, and skills. Values are fundamental, enduring, and actionable. They drive priorities and decisions and help determine how a company utilizes its resources.

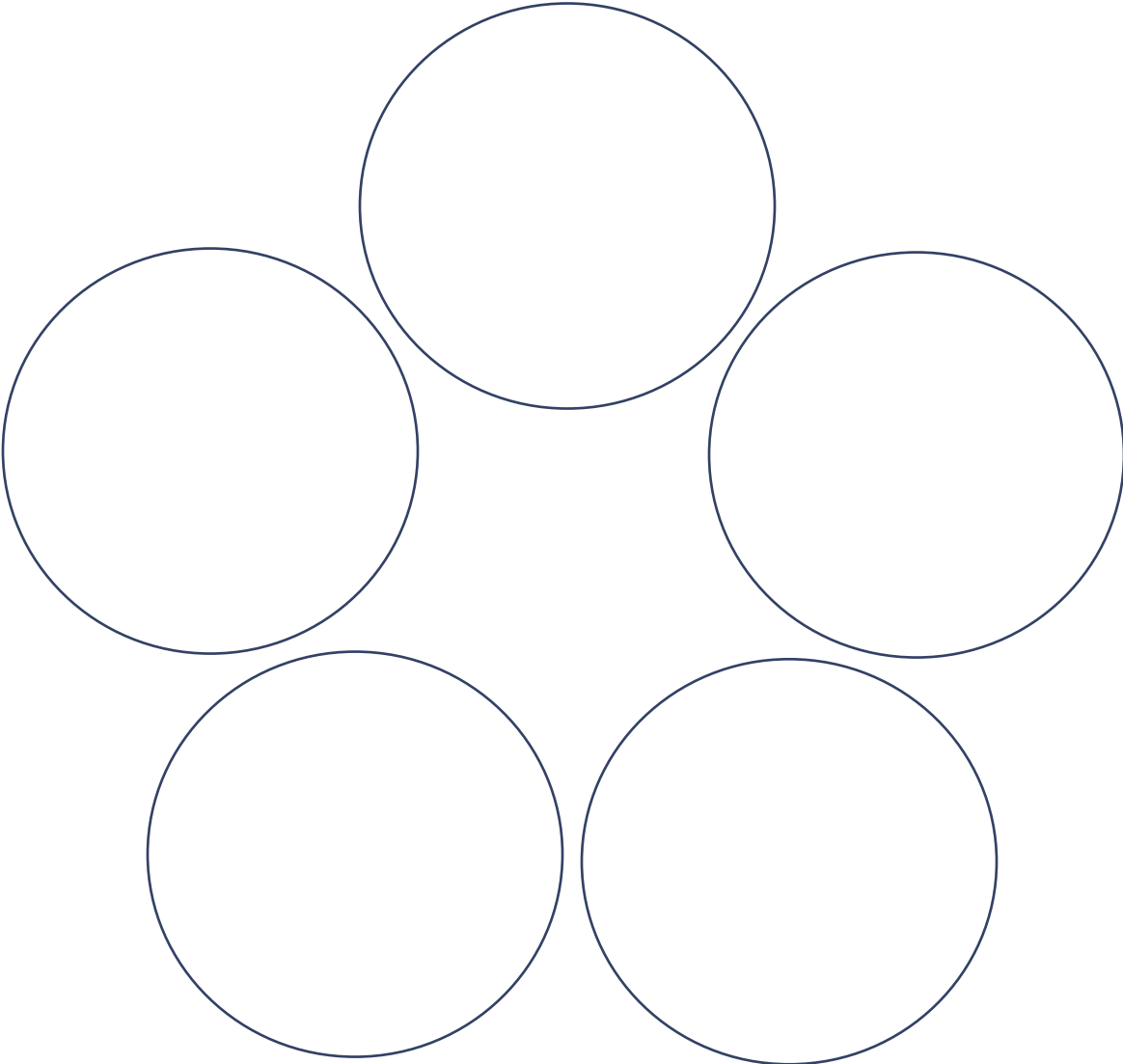
When properly executed at the leadership level, core values play a fundamental role in attracting and retaining talented employees, making difficult decisions, prioritizing resources, reducing internal conflict, differentiating the brand, and attracting the right customers.

STEP 1: Mark the words that reflect your organization's values.

| X | Example | | | |
|---|-----------------|----------------------|----------------|-----------------|
| | Abundance | Acceptance | Accountability | Achievement |
| | Adventure | Advocacy | Ambition | Appreciation |
| | Attractiveness | Autonomy | Balance | Being the Best |
| | Benevolence | Boldness | Brilliance | Calmness |
| | Caring | Challenge | Charity | Cheerfulness |
| | Cleverness | Community | Commitment | Compassion |
| | Cooperation | Collaboration | Consistency | Contribution |
| | Creativity | Credibility | Curiosity | Daring |
| | Decisiveness | Dedication | Dependability | Diversity |
| | Empathy | Encouragement | Enthusiasm | Ethics |
| | Excellence | Expressiveness | Fairness | Family |
| | Friendships | Flexibility | Happiness | Health |
| | Honesty | Humility | Humor | Inclusiveness |
| | Independence | Individuality | Innovation | Inspiration |
| | Intelligence | Intuition | Joy | Kindness |
| | Knowledge | Leadership | Learning | Love |
| | Loyalty | Making a Difference | Mindfulness | Motivation |
| | Optimism | Open-Mindedness | Originality | Passion |
| | Performance | Personal Development | Proactive | Professionalism |
| | Quality | Recognition | Risk Taking | Safety |
| | Security | Service | Spirituality | Stability |
| | Peace | Perfection | Playfulness | Popularity |
| | Power | Preparedness | Proactivity | Professionalism |
| | Punctuality | Relationships | Reliability | Resilience |
| | Resourcefulness | Responsibility | Responsiveness | Security |
| | Self-Control | Selflessness | Simplicity | Stability |
| | Success | Teamwork | Thankfulness | Thoughtfulness |
| | Traditionalism | Trustworthiness | Understanding | Uniqueness |
| | Usefulness | Versatility | Vision | Warmth |
| | Wealth | Well-Being | Wisdom | Zeal |

STEP 2: Combine all lists (for all who completed the exercise) into one master list and then use that list to categorize the values into no more than 5 circles.

VALUES GROUPS



ACTIONABLE VALUES



Program Planning

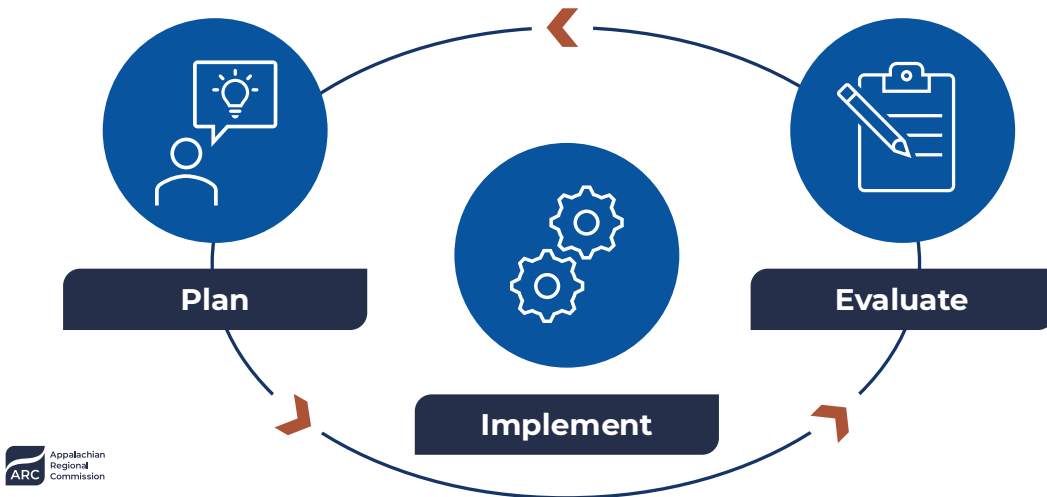
Planning, Implementation, & Evaluation



This presentation is for educational purposes only, and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.

V. Program Planning Framework

Program Planning Framework

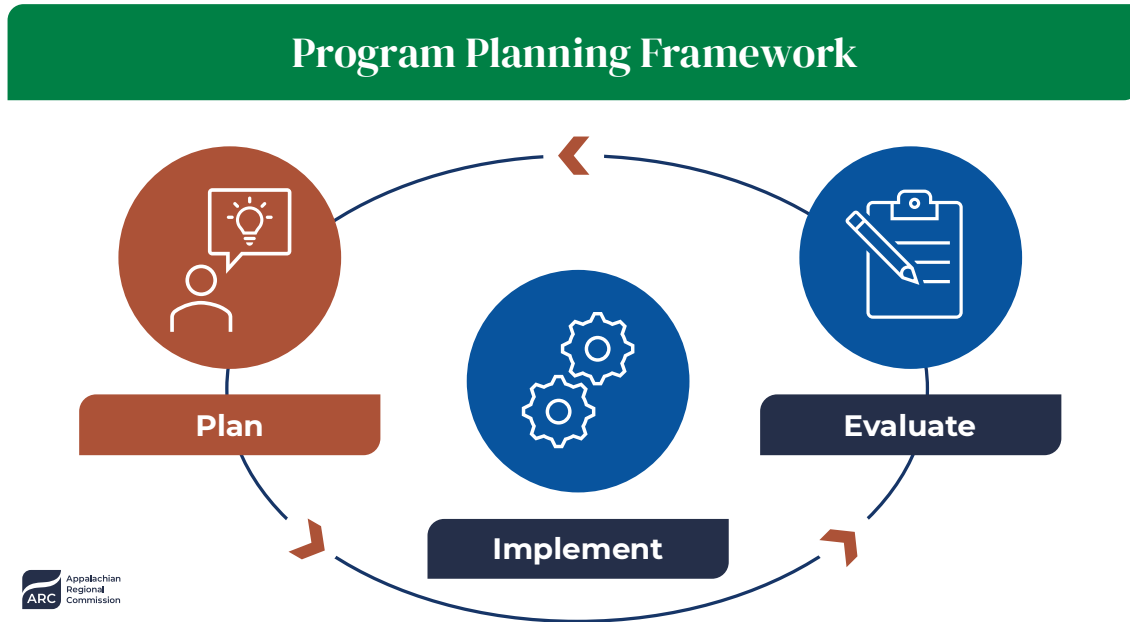


The program planning framework involves planning, implementation, and evaluation.

Plan: Plan what you are going to do, what you are going to accomplish, and how you are going to measure it.

Implement: Implement the plan, following a project plan you devise.

Evaluate: Evaluate the program based on the metrics you devised during the planning stage.



Programs consist of multiple projects. However, the process of managing them remains the same, and it begins with a strong plan.

A. Logic Model

A logic model is a systematic and visual way to present and share your understanding of the relationships among the resources to operate your program, the activities you plan, and the changes or results you hope to achieve.

The program logic model is defined as a picture of how your organization does its work – the theory and assumptions underlying the program. A program logic model links outcomes (both short-term and long-term) with program activities and processes, as well as the theoretical assumptions and principles underlying the program. We will present a logic model framework that begins with the end in mind, ensuring everything is connected and aligned.

Logic Models Better Position Programs for Success

Many evaluation experts agree that the use of the logic model is an effective way to ensure program success. Using a logic model throughout your program helps organize and systematize program planning, management, and evaluation functions.

B. Benefits of Logic Models



Benefits of Logic Model

“You can’t do a “good” evaluation if you have a poorly planned program.”

Beverly Anderson Parsons (1999)

Logic Models Better Position Programs For Success

- Program Design and Planning
- In Program Implementation
- For Program Evaluation and Strategic Reporting

ARC Appalachian Regional Commission

Program Design and Planning: A logic model serves as a planning tool to develop program strategy and enhance your ability to explain and illustrate program concepts clearly and approach for key stakeholders, including funders.

Logic models can help craft the structure and organization for program design and build in self-evaluation based on a shared understanding of what is to take place. During the planning phase, developing a logic model requires stakeholders to examine best practices research and practitioner experience in light of the strategies and activities selected to achieve results.

Program Implementation: A logic model forms the core for focused management plan that helps you identify and collect the data needed to monitor and improve programming. Using the logic model during program implementation and management requires you to focus energies on achieving and documenting results. Logic models help you to consider and prioritize the program aspects most critical for tracking and reporting and then adjust as necessary.

Program Evaluation and Strategic Reporting: A logic model presents program information and progress toward goals in ways that quickly inform stakeholders of a particular program approach and the impact.

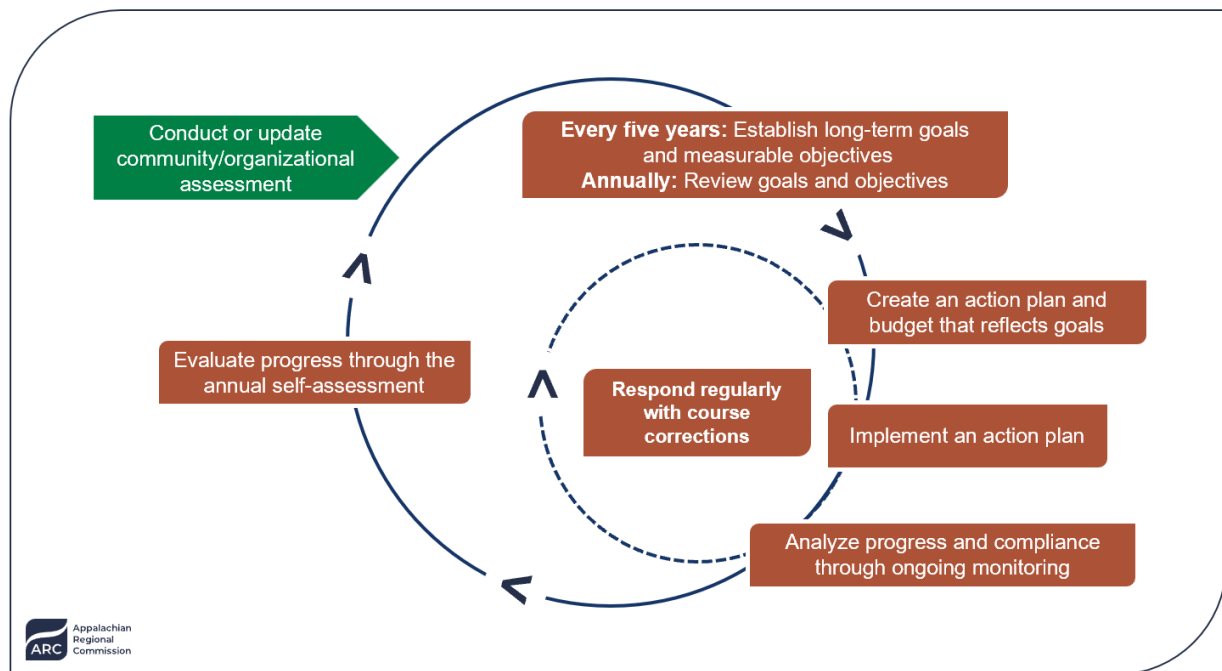
Logic Model Framework

Effective Program Planning that "Starts with the end in mind."

- An effective way to visualize and share your understanding
- Defined as a picture of how your organization does its work
- Links outcomes with program activities and processes.



C. Effective Planning



Program management requires a system to plan, implement, and monitor activities to facilitate continuous improvement. The above diagram depicts the program planning cycle. The long-term goals of your programs should take into consideration the overall needs of the organization and community. Conducting a community/organizational assessment should include both internal and external components where stakeholders are engaged to provide input – this can include program partners, participants, community members, donors, funders, and others. The community/organizational assessment helps the organization to include various perspectives while considering the landscape of the community when planning and implementing programs to ensure alignment with the needs of the community.

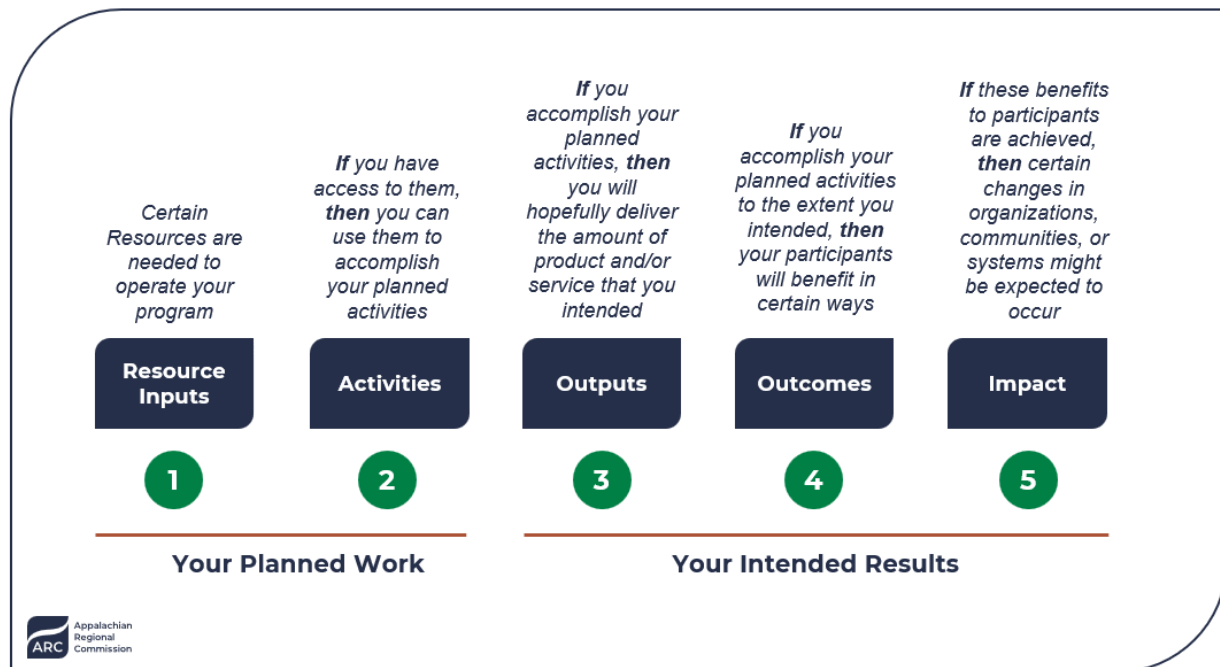
Effective planning will follow and support your program throughout its lifecycle from planning to implementation to evaluation.

Thoughtful planning is key to successful programming and to the achievement of desired outcomes. The graphic of the Kellogg Logic Model on the following page shows the ongoing program planning cycle with built in continuous quality improvement. Through this process, programs develop goals, objectives, and expected outcomes, and monitor and evaluate progress toward their program goals.

Start with a community needs assessment or organization assessment (or strategic plan) to determine the needs and how your organization can address or support. Keep in mind that programs and services offered should align with the organizational mission.

As the program is being implemented, data collection should be scheduled and utilized to inform and correct any misalignment. The cycle continues with data informing the implementation ongoing.

D. The Kellogg Logic Model



The **Kellogg Logic Model** depicts the workflow and process of using logic models as noted above. As you conceptualize your program, begin by thinking about your planned work versus your intended results. Review [the Kellogg Logic Model Guide](#) for more in-depth information on program planning, implementation and evaluation activities.

Your Planned Work describes the resources needed to implement your program and what you intend to do. The program has the necessary resources to direct individuals toward completing the work. Sometimes this component is referred to as Inputs.

Your Intended Results include all the program's desired results (outputs, outcomes, and impact). Describe your basic assumptions and then add the following program components in the order that they should occur.

Planned Work:

1. Resource Inputs which potentially enable or limit program effectiveness. Resources may include funding, existing organizations, potential collaborating partners, existing organizational or interpersonal networks, and staff and volunteers, time, facilities, equipment, and supplies.

2. Activities are the processes, techniques, tools, events, technology, and actions of the planned program. These may include products, promotional materials, and

educational materials curricula; services – education and training, counseling, or health screening; and infrastructure – structure, relationships, and capacity used to bring about the desired results.

Intended Results:

3. Outputs are the direct results of program activities. They are usually described in terms of the size and/or scope of the services and products delivered or produced by the program. They indicate if a program was delivered to the intended audiences at the intended “dose.” A program output, for example, might be the number of classes taught, meetings held, or materials produced and distributed; program participation rates and demography; or hours of each type of service provided.

4. Outcomes are specific changes in attitudes, behaviors, knowledge, skills, status, or level of functioning expected to result from program activities, and which are most often expressed at an individual level.

5. Impacts are organizational, community, and/or system-level changes expected to result from program activities. Thinking about a program in logic model terms prompts the clarity and specificity required for success and is often demanded by funders and your community.

Using logic models produces (1) an inventory of what you have and what you need to operate your program; (2) a strong case for how and why your program will produce your desired results; and (3) a method for program management and assessment.

E. INSPIRE Logic Model

INSPIRE Logic Model Template

Applicant Name:

Project Purpose:

| Sample Inputs | Sample Outputs | | Sample Outcomes and Impacts | | |
|---------------------------------|--|---------------------------|---|--|---|
| | Activities | Associated Measures | Short | Medium (Measures) | Long |
| Staff and/or ecosystem partners | Develop/implement curricula | # Businesses served | Workers/trainees complete a training program | # Workers/trainees improved by obtaining a job in the field of which they were trained | Increase in number of job openings filled by work ready clients. |
| Equipment and supplies | Provide training (e.g., educational, workforce, life skills) | # Workers/trainees served | Students obtain certificates and/or pass required degree courses | # Students improved through attainment of a diploma, degree, or specialized credential | Decrease in employee turnover rates of a result of ability to detect early warning signs and access needed services. |
| Curriculum | Form a task force | # Students served | Participants attend workshops designed to increase their awareness of substance use disorder issues/topics affecting their workplaces and/or respective communities | # Participants improved through engagement in wraparound services that support their workforce goals | Increase in job creation as a result of higher educational attainment levels. |
| Employers | Provide wraparound services | # Participants served | | # Businesses improved by an increase in an org's skill sets to support individuals in recovery | Increase of a company's productivity/revenue as a result hiring a pool of highly skilled workers and reducing workforce capacity. |
| State policy | Create job placement services | # Plans/reports completed | | | |
| | Increase employer engagement | | | | |
| | Convene advisory board/planning group, etc. | | | | |

Review the example logic model from INSPIRE. For context - the **Investments Supporting Partnerships In Recovery Ecosystems (INSPIRE) Initiative addresses the substance use disorder (SUD) crisis** across Appalachia by creating or expanding a recovery ecosystem that will lead to workforce entry or re-entry. Projects support the post-treatment to employment continuum, which could include investments in healthcare networks that support SUD recovery professionals, recovery-focused job training programs, as well as initiatives designed to coordinate, or link, recovery services and training that support the recovery to work ecosystem, among others.

There are many formats for logic models that are available for use. The layout should be easy to use and to update. Choose a template or layout that will work well for your organization and team.

VI. Assignment

- Explore RESOURCE ALERT: [LINK](#)
- Consult additional logic model templates: [Sample 1](#) and [Sample 2](#). Worksheets can be found in the appendix.
- Review and, as appropriate, update/revise your vision, mission, and values.
- Complete the values exercise shared within this session.
- Select a program within your organization and complete a logic model template for it.
- Bring the program budget for the program in your logic model for the next session.

Session 3

SESSION 3: Overview

- I. Session Outcomes
- II. Program Implementation and Project Management
- III. Financial Management and Budgeting
- IV. Program Evaluation
- V. Assignment

I. Session Outcomes

Session Outcomes

After this session, you will understand:

- Project management principles
- Financial management and budgeting
- Program evaluation

II. Program Implementation and Project Management



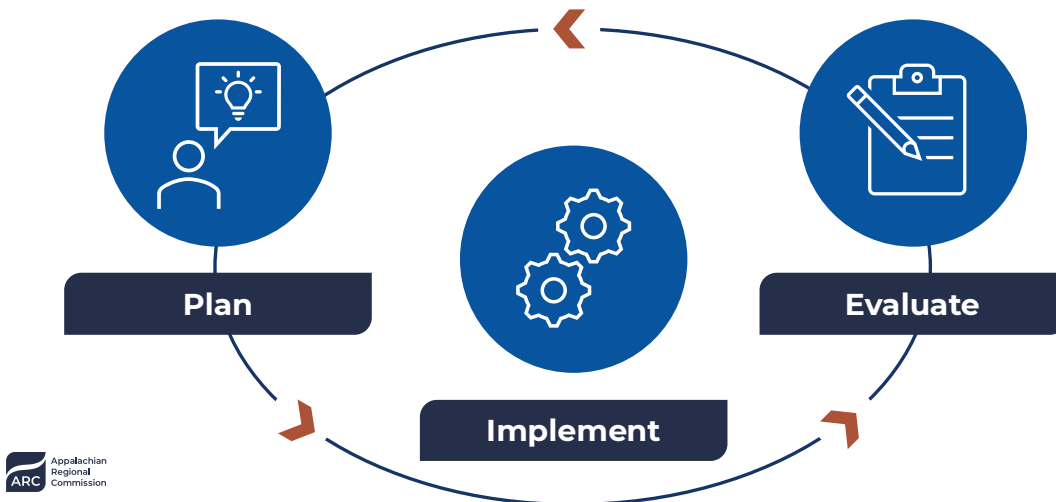
Program Implementation and Project Management



This presentation is for educational purposes only, and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.

A. Project Management Frameworks

Program Planning Framework



The program planning framework involves planning, implementation, and evaluation.

Session 2 introduced the program planning framework as we looked at program planning. Session 3 will move into implementation.

Plan: Plan what you are going to do, what you are going to accomplish, and how you are going to measure it.

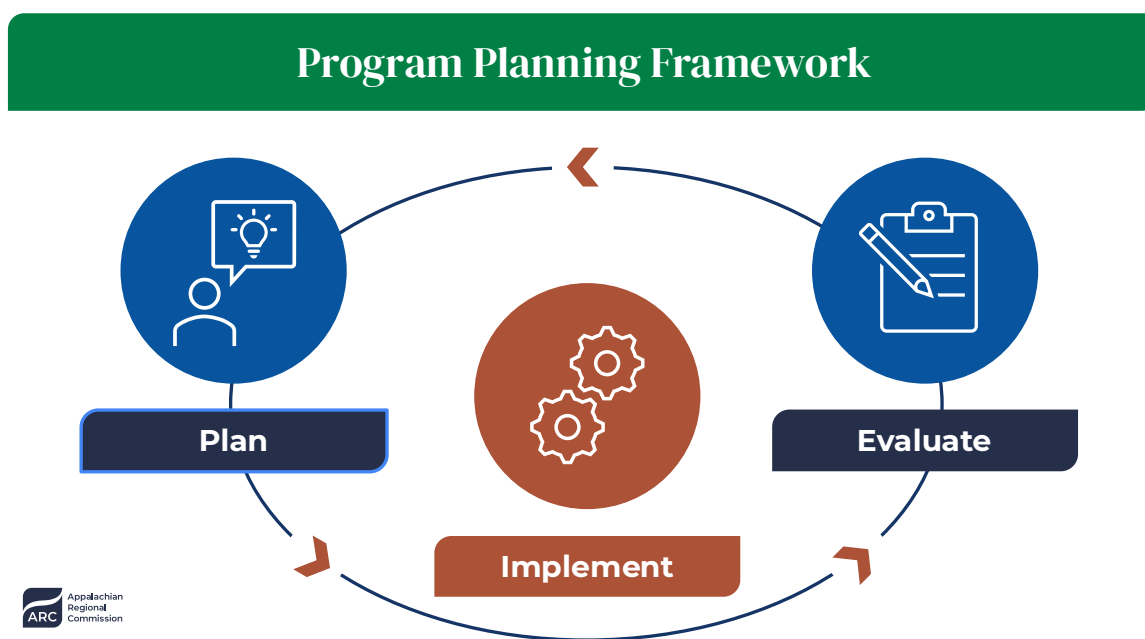
Implement: Implement the plan, following a project plan you devise.

Evaluate: Evaluate the program based on the metrics you devised during the planning stage.

A project management framework helps nonprofit professionals identify who is responsible for different aspects in a project.

Nonprofits as organizations have unique characteristics which can impact resources and capacity. Factors such as limited funding, staff capacity and providing rapid response to communities create a need to make sure there is clarity in project management.

B. Program Planning Framework: Implement



Programs will consist of multiple projects. However, the process for managing them remains the same, and it begins with a strong plan.

Programs vs. Projects

PROJECTS

Projects are single, focused endeavors with specific objectives, timelines, and budgets.

vs.

PROGRAMS

Programs are collections of related projects managed together to achieve common goals, often spanning longer durations and involving coordinated efforts across multiple projects and teams.



It is important to understand the difference between programs and projects. **Projects** are single focused endeavors with specific objectives, timelines and budgets. **Programs** are collections of RELATED PROJECTS managed together to achieve similar goals and often span longer durations than projects and require coordinated efforts across these multiple projects and teams.

For example, you may run a program that is related to financial sustainability in new business ventures, and this program may entail multiple projects including financial training programs, grant management training, or other related projects.



What is and is not a project?

A project plan answers the question: How will this desired outcome be achieved? A series of events, tasks, timelines, and activities and answers the questions of how it is going to happen and by when.

Project management focuses on delivering a specific, well-defined outcome within a set timeframe, while program management coordinates a group of related projects to achieve broader strategic goals.

Your funders often determine project timelines, and sometimes, as a project manager, you must have enough foresight to drive deadlines based on other workload and team capacity.

C. Examples of Frameworks



There are many types of project management frameworks – the goal is to review the various tools and determine which will best suit your team and environment. There are several frameworks detailed in the project management resource document that is geared specifically for Nonprofit organizations and small team which is linked below.

Resource Alert: [Guide to Project Management for Small Teams](#)

DARCI

The acronym stands for Decider, Accountable, Responsible, Consulted, and Informed:

Decider

The person or group with the authority to make final decisions.

Accountable

The individual responsible for the project's success and ensuring tasks are completed.

Responsible

The team members who will carry out the tasks.

Consulted

Individuals whose input is sought during the project.

Informed

Stakeholders who need to be kept updated on progress but do not contribute directly to the decision-making process.

The DARCI tool is used to increase transparency and efficiency in decision-making processes, ensuring everyone involved understands their specific roles and responsibilities. It can be helpful for complex projects to improve organizational effectiveness and collaboration.

MOCHA

MOCHA is a widely used framework in managing projects.

(M) Managers: holds the owner accountable, shared feedback and reviews progress.

(O) Owner: Direct responsibility to complete the project, typically 1 owner.

(C) Consulted: Provides input and perspective, shares resources or referrals.

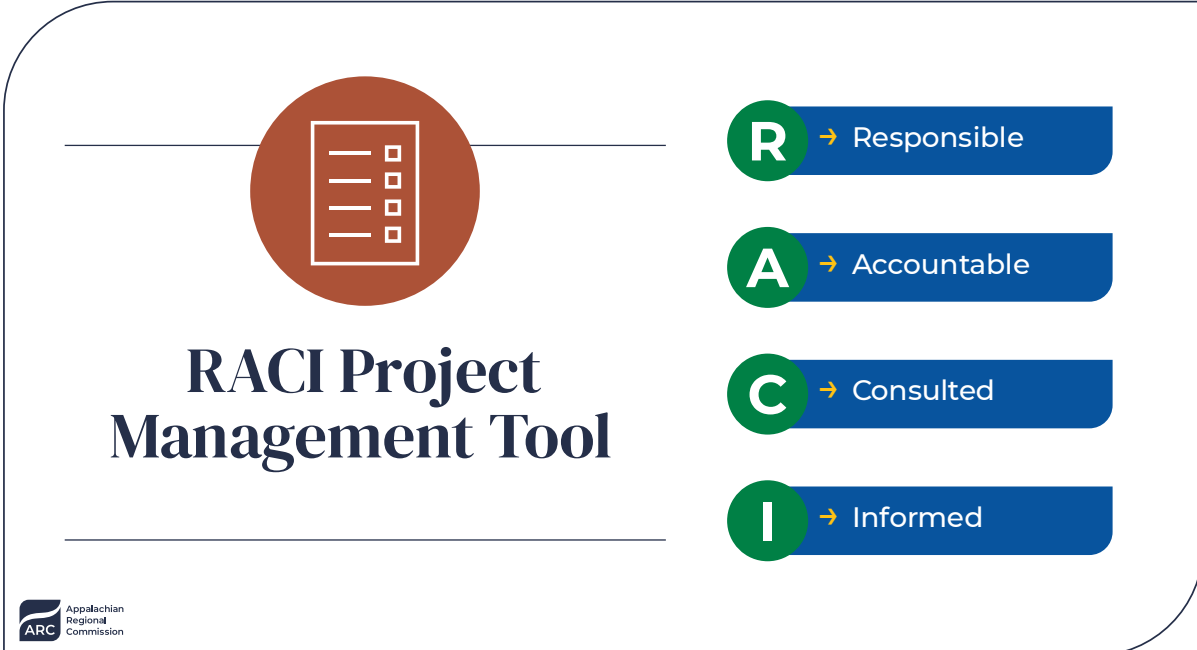
(H) Helper: Implements the work.

(A) Approver: Signs off on the final product.

The MOCHA framework, created by the [Management Center](#), is a tool that nonprofits can use to organize staff, teams and volunteers when leading and implementing projects.

Next, we will explore the RACI and DID project management frameworks in more detail.

RACI



The graphic features a central brown circle containing a white icon of a checklist with four horizontal lines and four small squares to the right of each line. Below this icon, the text "RACI Project Management Tool" is displayed in a large, bold, black serif font. To the right of the icon, four blue rounded rectangular buttons are stacked vertically. Each button contains a white letter (R, A, C, I) inside a green circle, followed by a white arrow pointing right and the corresponding role name: "Responsible", "Accountable", "Consulted", and "Informed".

R → Responsible

A → Accountable

C → Consulted

I → Informed


RACI Project Management Tool

ARC Appalachian Regional Commission

The RACI Project Management Matrix originated in the 1970s, created by management consultant James R. Robinson. He designed this tool to help organizations clearly define and assign roles and responsibilities within projects and processes.

The RACI Model is a powerful tool for clarifying roles and responsibilities within a project. By clearly defining who is Responsible, Accountable, Consulted, and Informed, it reduces ambiguity and helps prevent conflicts. This clarity fosters improved communication among team members and ensures that each task has a single accountable owner, promoting a strong sense of ownership. Ultimately, by eliminating confusion and overlapping duties, the RACI Model along with other project management tools enhances accountability and boosts overall project efficiency. It lays out responsibilities across the program scope, making it clear who is **Responsible, Accountable, Consulted, and Informed** for each task or deliverable.

This structure reduces confusion, enhances accountability, and ensures everyone understands their role.



How to Use a RACI Chart:

There are key steps to follow when using a RACI chart.


- Identify Tasks
- Identify Roles
- Assign Responsibilities
- Review and Refine
- Maintain the Chart

R → Responsible

A → Accountable

C → Consulted

I → Informed



For example, those marked as "Responsible" are directly involved in completing the task, while the "Accountable" person ensures it's done correctly and on time. There should only be one of these per task. "Consulted" individuals provide input and expertise around the project, and those who are "Informed" are kept apprised on the progress of the project without being directly involved in the day-to-day aspects of the work.

The RACI matrix categorizes role involvement into four distinct levels:

Responsible

These are the individuals or team members charged with implementing a specific task. Depending on the task's complexity, more than one person might share this responsibility. For instance, during a nonprofit program implementation phase, a program coordinator might be responsible for organizing a community outreach event.

Accountable

This is the person who has the final authority to approve the task's completion, ensuring it is done effectively. Clear accountability is essential for task ownership and timely completion. For example, in the context of organizing a community outreach event, a program director might oversee the entire process, including planning, coordinating volunteers, and conducting post-event evaluations.

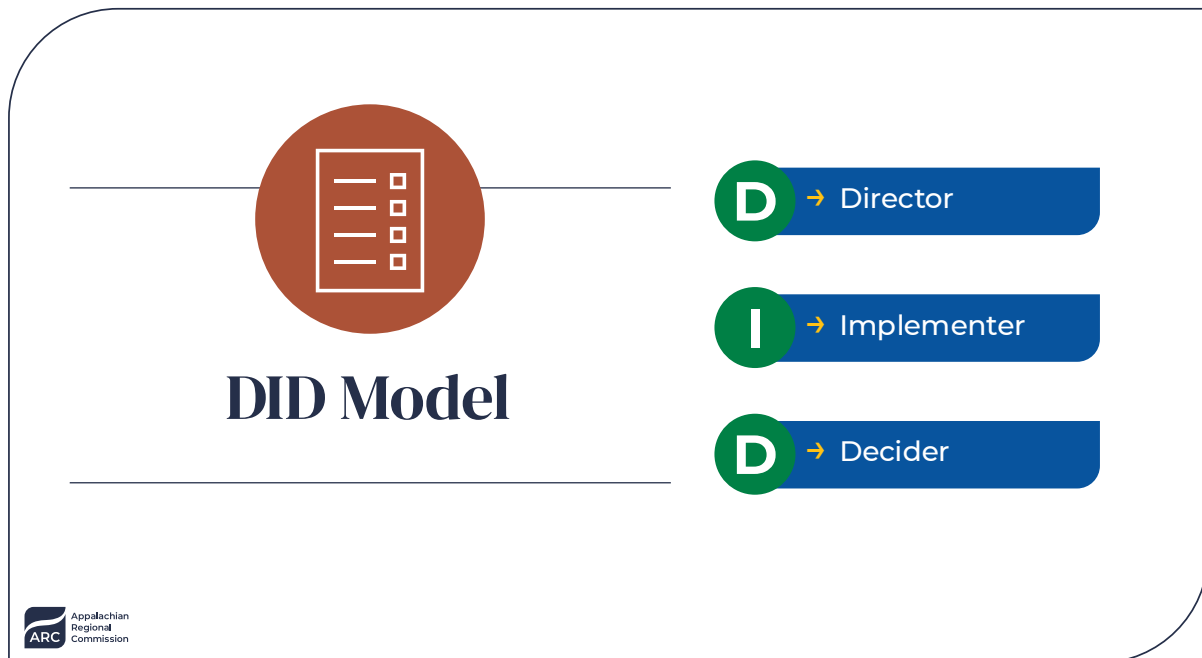
Consulted

These are the individuals who provide essential input and expertise. This typically involves multiple people from various disciplines, relevant to the project phase and specific activities. For instance, a program director might consult a fundraising manager for insights on donor engagement strategies and to identify key stakeholders who could support the event.

Informed

These are the stakeholders who are kept updated on the task's progress. This group might include board members, senior leadership, and other program teams. In smaller organizations, it could also encompass the executive director.

DID



We reviewed multiple models of project management frameworks, each designed to optimize efficiency and productivity. These frameworks work well for organizations with ample resources and staffing, where roles can be clearly defined and distributed among many team members. However, what happens if an organization is leading a project with only three staff members or even just two? Or perhaps there is a scenario where an organization has ten employees, but in reality, only two to three people are involved in the day-to-day work of the project. In such scenarios, the challenge lies in adapting these frameworks to fit the constraints of a small team, where employees often juggle multiple roles and responsibilities. Constraints of a small team can complicate task management, as each person may be responsible for various aspects of the project, from planning and execution to monitoring and reporting.

When there aren't enough staff members to allocate specific roles within the project management framework, the burden can fall disproportionately on a few individuals. Increased workload can lead to potential burnout, reduced morale, and inefficiencies that compromise the project's success. Additionally, the lack of specialized roles may result in a decrease in the quality of work and missed deadlines, as employees struggle to meet all their obligations. Therefore, it is crucial to find flexible and adaptable project management solutions that can be scaled to the size of the team, ensuring sustainability and effectiveness even in resource-constrained environments.

Role of Decider

The decider is typically a high-level executive, such as a CEO or executive director, who provides final approval for a project. This role involves making crucial decisions

or approvals that affect the overall direction and success of the project but staying out of the day-to-day operations.

Implementer

The role of the implementer involves executing the project plan. This individual is responsible for carrying out the tasks and activities necessary to complete the project. They ensure that the project stays on track and meets the outlined goals and objectives.

Decider

The decider is typically a high-level executive, such as a CEO or executive director, who finalizes a project. This role involves making crucial decisions or approvals that affect the overall direction and success of the project but staying out of the day-to-day operations.



Questions to Consider:

Now that we have reviewed several project management frameworks, which one have you used before, or would you like to consider using? Why?

How might using a framework impact your programs?

D. What is a Project Plan?

A project plan is a formal document that serves as a blueprint for a project, detailing its scope, objectives, tasks, schedule, budget, and resources to guide execution, monitoring, and control. It functions as a common reference point for stakeholders, helps manage risks, allocates responsibilities, and ensures alignment on the project's goals and the path to achieving them, ultimately serving as a guide to successfully complete the project.

A comprehensive project plan can include:

Project Scope: Defines what is included in the project and what is not.

Objectives & Goals: Specific, measurable goals that define project success

Deliverables: The tangible products or results that the project will produce

Tasks: A detailed list of individual activities and steps required to complete each deliverable

Timeline & Milestones: A schedule showing when each task, phase, and milestone should begin and end

Budget & Resources: An estimate of the costs and resources (people, equipment, materials) needed for the project

Roles & Responsibilities: Clearly assigned tasks and duties for team members

Communication Plan: Outlines how and when project updates, feedback, and information will be shared

Risk Management Plan: A strategy for identifying and managing potential risks to the project

E. What to Include in Project Plans?



Project Plan Includes:

- Project description
- Roles and responsibilities (mini org chart)
- Project budget
- Schedule of work (Sequence of tasks and activities)
 - Which team member is responsible for each task/activity
 - Necessary resources and how to obtain them
 - Deadlines/milestones



Project plans include the project description, roles, and responsibilities. Include a project budget and a schedule of work.

F. Scheduling a Project

Scheduling a Project

- List tasks/activities needed for each goal
- Organize lists into major tasks and subtasks
- Determine an order of completion
- Determine how long each task/activity will take; set deadlines
- Determine who will be responsible



In scheduling a project, having a list of tasks and activities for each goal is a good start. Organize your lists into major tasks and subtasks, determine the order of completion, and estimate the time required for each task. Then, decide who will be responsible for this task. You can use one of the project management frameworks that were shared as resources in this course.

What Makes Projects Succeed?



- Relevant, clearly defined outcome
- Achievable, relevant goals
- Careful planning
- Clear, ongoing communication
- Careful monitoring
- Responsiveness to problems, issues, and changes

Reasons for a Project Failing



- Lack of planning
- Misalignment with org goals
- Unrealistic/unachievable goals
- Unrecognized and unaddressed problems
- Wrong leader/team
- Lack of resources and support
- Unresponsiveness to change

Sample Project Plans

Sample A

Europa project

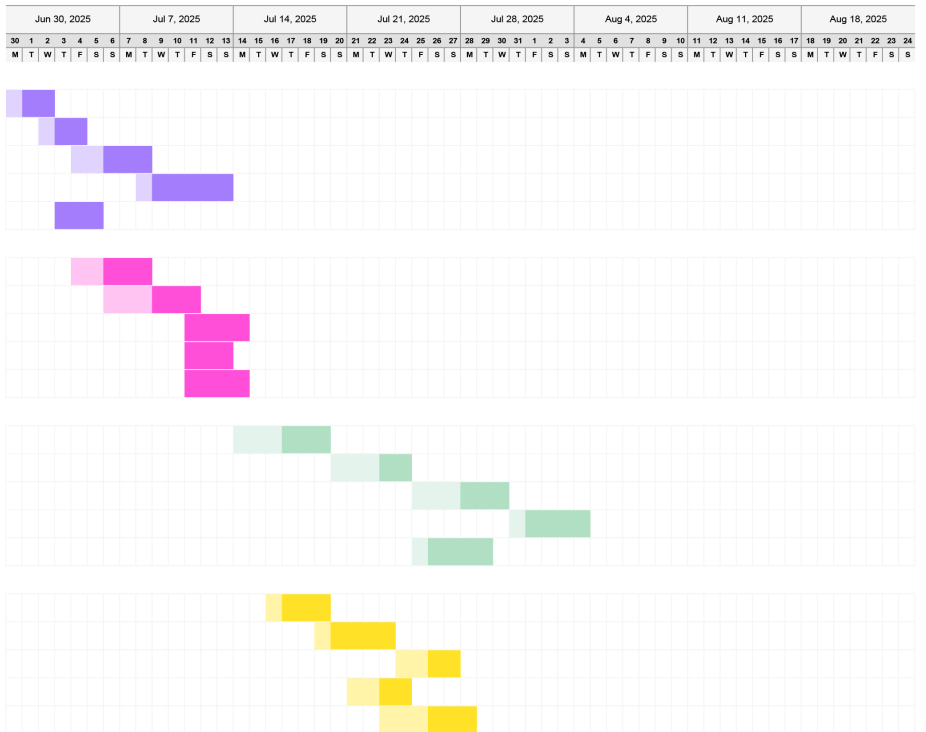
VanArsdel, Ltd. Project lead

SIMPLE GANTT CHART by Vertex42.com
<https://www.vertex42.com/ExcelTemplates/simple-gantt-chart.html>

| TASK | ASSIGNED TO | PROGRESS | START | END |
|----------------------------|-----------------|----------|---------|---------|
| Initiation | | | | |
| Define goals | Gokce Aslan | 50% | 6/29/25 | 7/2/25 |
| Conduct studies | Hayden Cook | 60% | 7/2/25 | 7/4/25 |
| Establish comms | Jens Martensson | 50% | 7/4/25 | 7/8/25 |
| Develop charter | Nuria Acevedo | 25% | 7/8/25 | 7/13/25 |
| Set up team | Olivia Wilson | | 7/3/25 | 7/5/25 |
| Planning and design | | | | |
| Create schedule | Gokce Aslan | 50% | 7/4/25 | 7/8/25 |
| Identify deliverables | Hayden Cook | 50% | 7/8/25 | 7/11/25 |
| Develop budget | Jens Martensson | | 7/11/25 | 7/14/25 |
| Define scope | Nuria Acevedo | | 7/11/25 | 7/13/25 |
| Identify risks | Olivia Wilson | | 7/11/25 | 7/14/25 |
| Execution | | | | |
| Execute tasks | Gokce Aslan | 50% | 7/14/25 | 7/19/25 |
| Monitor progress | Hayden Cook | 60% | 7/20/25 | 7/24/25 |
| Manage resources | Jens Martensson | 50% | 7/25/25 | 7/30/25 |
| Provide updates | Nuria Acevedo | 25% | 7/31/25 | 8/4/25 |
| Testing and validation | Olivia Wilson | 25% | 7/25/25 | 7/28/25 |
| Evaluation | | | | |
| Monitor progress | Gokce Aslan | 25% | 7/16/25 | 7/19/25 |
| Track expenses | Hayden Cook | 25% | 7/19/25 | 7/23/25 |
| Evaluate progress | Jens Martensson | 50% | 7/24/25 | 7/27/25 |
| Address risks | Nuria Acevedo | 60% | 7/21/25 | 7/24/25 |
| Gather feedback | Olivia Wilson | 50% | 7/23/25 | 7/28/25 |

Project start: Sun, 6/29/2025

Display week: 1



Sample A (Larger View)

| TASK | ASSIGNED TO | PROGRESS | START | END |
|----------------------------|-----------------|----------|----------|----------|
| Initiation | | | | |
| Define goals | Gokce Aslan | 50% | 11/21/25 | 11/24/25 |
| Conduct studies | Hayden Cook | 60% | 11/24/25 | 11/26/25 |
| Establish comms | Jens Martensson | 50% | 11/26/25 | 11/30/25 |
| Develop charter | Nuria Acevedo | 25% | 11/30/25 | 12/5/25 |
| Set up team | Olivia Wilson | | 11/25/25 | 11/27/25 |
| Planning and design | | | | |
| Create schedule | Gokce Aslan | 50% | 11/26/25 | 11/30/25 |
| Identify deliverables | Hayden Cook | 50% | 11/28/25 | 12/3/25 |
| Develop budget | Jens Martensson | | 12/3/25 | 12/6/25 |
| Define scope | Nuria Acevedo | | 12/3/25 | 12/5/25 |
| Identify risks | Olivia Wilson | | 12/3/25 | 12/6/25 |
| Execution | | | | |
| Execute tasks | Gokce Aslan | 50% | 12/6/25 | 12/11/25 |
| Monitor progress | Hayden Cook | 60% | 12/12/25 | 12/16/25 |
| Manage resources | Jens Martensson | 50% | 12/17/25 | 12/22/25 |
| Provide updates | Nuria Acevedo | 25% | 12/23/25 | 12/27/25 |
| Testing and validation | Olivia Wilson | 25% | 12/17/25 | 12/21/25 |
| Evaluation | | | | |
| Monitor progress | Gokce Aslan | 25% | 12/8/25 | 12/11/25 |
| Track expenses | Hayden Cook | 25% | 12/11/25 | 12/15/25 |
| Evaluate progress | Jens Martensson | 50% | 12/16/25 | 12/19/25 |
| Address risks | Nuria Acevedo | 60% | 12/13/25 | 12/16/25 |
| Gather feedback | Olivia Wilson | 50% | 12/15/25 | 12/20/25 |

Sample B

| Tri-Community Family Services (TCFS) | | | | | | |
|--------------------------------------|---|------------|-----------------|---------------------|--------|---|
| Phase | Activity Description | Start Date | Completion Date | Responsible Parties | Status | Comments |
| Phase 1 | Project planning | | | | | 5/28/2025 |
| | Kick-off session with TCFS leadership team | 11/14/2024 | 11/14/2024 | SCP/ TCFS | X | |
| | Ongoing project management and strategic communication support | 11/15/2024 | 10/31/2025 | SCP/ TCFS | X | |
| | Develop and finalize project workplan and timelines | 11/16/2024 | 11/26/2024 | SCP/ TCFS | X | |
| Phase 2 | Data Collection and Analysis | | | | | |
| | Data uploaded in SCP Sharepoint | 11/19/2024 | 12/20/2025 | TCFS | X | |
| | Stakeholders identified for interviews, focus groups, surveys | 11/19/2024 | 12/20/2025 | TCFS | X | |
| | Surveys and questions developed and approved | 12/20/2025 | 1/3/2025 | SCP/ TCFS | X | |
| | Introduction letter sent to individual interviewees | 12/18/2024 | 12/31/2025 | TCFS | X | |
| | Key stakeholder interviews (15) | 1/6/2025 | 1/31/2025 | SCP | X | |
| | S.W.O.T. and Innovation Session (leadership team and board review) | 12/3/2024 | 12/3/2024 | SCP/ TCFS | X | |
| | Electronic surveys (Board and Leadership, Employee, Public) | 1/6/2025 | 1/31/2025 | SCP | X | |
| | Listening sessions/focus groups (4 virtual) | 1/6/2025 | 1/31/2025 | SCP | X | |
| | Environmental external and internal analysis | 12/1/2025 | 2/28/2025 | SCP | X | |
| | Prepare report of findings | 2/27/2025 | 3/14/2025 | SCP | X | |
| | Report sent to editing | 3/17/2025 | 3/20/2025 | SCP | X | |
| Phase 3 | Establish Strategic Priorities, Goals, and Objectives | | | | | |
| | Meet with TCFS leadership to review findings | 3/31/2025 | 4/7/2024 | SCP/ TCFS | X | 1-3 p.m. ET/11-1 MTN |
| | Present findings to board | 4/24/2025 | 4/24/2025 | | X | Zoom |
| | Facilitate board strategy session | 5/5/2025 | 5/7/2025 | | X | |
| | Facilitate leadership meeting to review strategy map, define initiative | 5/5/2025 | 5/7/2025 | SCP | X | |
| | Facilitate team strategy session | 5/5/2025 | 5/7/2025 | | X | Vision, Mission, Values, Strategy map review |
| | Develop and present strategy map to leadership team | 5/8/2025 | 5/22/2025 | SCP/ TCFS | X | |
| | Revise strategy map based upon feedback and submit for approval | 5/22/2025 | 5/23/2025 | SCP | X | |
| | Present final map to board for approval | 5/29/2025 | 5/29/2025 | | | board meeting 5/29 - needs updated based upon 1 |



Questions to Consider:

Think of a project you were involved in that failed or had problems.
What was the cause?


What was done to prevent it from happening again?

III. Financial Management and Budgeting



Financial Management and Budgeting

A. Organizational Budget



Organizational Budget

The budget should include the following components:

- The budget for your organization.
- Same format as the profit and loss statement.
- Can your operating budget support this program?
- Does your budget balance?

ARC Appalachian Regional Commission

An organizational budget is a formal financial plan, often called an operating budget, that forecasts an organization's expected income and expenses over a specific period, typically a fiscal year. It serves as a crucial tool for financial planning, resource allocation, operational control, and decision-making, guiding the organization's day-to-day activities and efforts to achieve its short and long-term financial goals. Your budget is a critical component of program design and a significant determining factor in long-term program success. Without timely, accurate, consistent budgets and reports, the program will flounder.

Key Functions of an Organizational Budget

Planning and Forecasting: It provides a roadmap for future financial activities, outlining anticipated revenues and necessary expenditures.

Resource Allocation: The budget helps determine how financial resources will be distributed to various departments or activities to support organizational objectives.

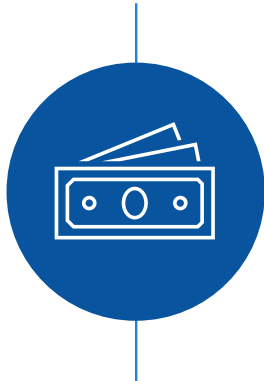
Financial Control: It acts as a benchmark for tracking spending and monitoring financial performance, allowing organizations to keep expenditures in check.

Decision-Making: By providing detailed financial information, budgets facilitate informed decisions about resource allocation and operational adjustments.

Performance Evaluation: Managers compare actual financial results to budget projections to assess performance and identify areas for improvement or adjustment.

B. Program Budget

Program Budget



COMPONENTS

- Each program has a budget, reflected in the organizational budget

BUDGETS CAPTURE

- Revenue - show all sources of revenue
- Expenses
- Explain the line-item expenses
- Accounting

When preparing your program budget, ensure that you include all relevant inputs, resources, and assumptions identified during the project planning phase. Clearly outline the expenses by capturing all necessary resources and inputs required for successful implementation. The budget should focus specifically on the program for which the grant is being requested, and it must be balanced, highlighting any additional sources of support. Each line item should be explained in detail to ensure transparency, and a budget justification should accompany the figures to clarify how the costs were determined and why they are necessary.

A program budget could include multiple projects – depending on your funding application it will dictate how you design the budget for the proposal.

Program Budget Examples

Example A

| People Services Non Profit | | |
|-----------------------------|--------|---------------|
| Revenues | | |
| Request to funder | | 40,000 |
| Agency match -10% | | 4,000 |
| Other funding sources | | <u>10,000</u> |
| Total revenues | | 54000 |
| Expenses | | |
| Program salary and benefits | | |
| Intake coordinator | 20,000 | |
| Related benefits at 25% | 5,000 | |
| Counselor | 15,000 | |
| Related benefit at 25% | 3,750 | |
| | | <u>43,750</u> |
| Program consultants | | |
| 80 hours at \$50/hour | | 4,000 |
| Program supplies | | |
| 125 workbooks at \$10/each | | 1,250 |
| Occupancy costs | | 3,000 |
| Administrative expenses | | <u>2,000</u> |
| Total expenses | | 54,000 |

Example B

| Budget Narrative Worksheet for Non-Construction ARC Projects | | | | |
|--|------|---|----------------------------------|---------------------|
| For grants approved by ARC on or after June 21, 2024. | | | | |
| Note: This worksheet is intended to be a helpful tool in developing the Budget Narrative text for the final grant application. | | | | |
| Grantee Name: | | | | |
| Project Title: | | | | |
| Below are descriptions of operational activities, based on the required line items found in the SF-424A - Please provide details pertaining to your project and add or delete lines as applicable to your project. | | Please make sure to break out costs by ARC & matching columns | | |
| COST CATEGORY | ARC | COST-SHARE (matching funds) | | TOTAL (ARC + Match) |
| TOTAL DIRECT CHARGES | | Cost-Share: Cash Contribution | Cost-Share: In-Kind Contribution | |
| Personnel I: Position Title, # of individuals with this title | | | | |
| Use this space to include position title, duration of employment (if less than the lifespan of the project/award), annual salary, name (if filled) and key responsibilities. Indicate whether this position is FTE and include the percentage of time dedicated to the project. | | | | \$ - |
| | | | | \$ - |
| Personnel II: Position Title, # of individuals with this title | | | | |
| Use this space to include position title, duration of employment (if less than the lifespan of the project/award), annual salary, name (if filled) and key responsibilities. Indicate whether this position is FTE and include the percentage of time dedicated to the project. | | | | \$ - |
| | | | | \$ - |
| Personnel III: Position Title, # of individuals with this title | | | | |
| Use this space to include position title, duration of employment (if less than the lifespan of the project/award), annual salary, name (if filled) and key responsibilities. Indicate whether this position is FTE and include the percentage of time dedicated to the project. | | | | \$ - |
| | | | | \$ - |
| Total Personnel Cost | \$ - | \$ - | \$ - | \$ - |
| Fringe Benefits | | | | |
| Use this space to describe how fringe benefits are calculated. See Section 200.431 for federal definition to ensure you are categorizing appropriately: https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-E/subject-group-ECFRed1f39f9b3d4e72/section-200.431 | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| | | | | \$ - |
| Total Fringe Benefits Cost | \$ - | \$ - | \$ - | \$ - |
| Travel | | | | |
| Use this space to describe how travel costs are calculated, e.g. Travel for X staff members to attend meetings, work with partners, etc., etc. @.X cents state mileage rate x X miles per year x X years. See 200.475 for federal definition to ensure you are categorizing appropriately: https://www.ecfr.gov/current/title-2/subtitle-A/chapter-II/part-200/subpart-E/subject-group-ECFRed1f39f9b3d4e72/section-200.475 | | | | \$ - |
| | | | | \$ - |

Resource Alert: [LINK to ARC budget template](#)

IV. Program Evaluation



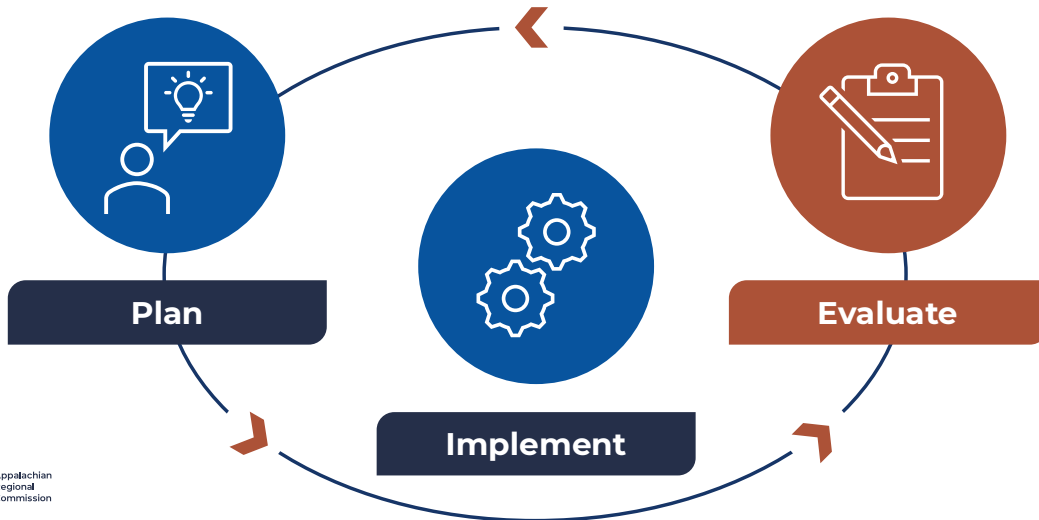
Outcome Tracking and Impact Measurement (Evaluate)



This presentation is for educational purposes only, and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.

A. Program Planning Framework: Evaluate

Program Planning Framework





Program Evaluation: Start with the End in Mind

Evaluating your Program

- Were the desired outcomes met?
- Did you meet all deadlines and milestones?
- Did you stay within budget?
- What were the key takeaways?



[In your program logic model assignment](#), you should have identified the desired results of the program. Identifying key metrics should occur during the planning stage of the program. Start with the end in mind when developing and planning your organizational programs.



Questions to Consider:

How should you evaluate your program?

When should evaluation occur?

How do you determine if the desired outcomes are achieved?

To whom and how do you report on the program impact results?

These are important questions to explore as you develop a plan for evaluating your program.

Performance measures are the elements of your plan that express:

- **What do you want to achieve, and by when?** They are the quantifiable, outcome-based statements used to measure if you're on track to meet your goals or objectives. Strong program plans have 5-7 performance measures to manage and track the plan's progress.

For a new program or service, the performance measures may be preliminary or a hypothesis of the anticipated and desired impact. Evaluation will assist in assessing the impact as well as helping to identify potential barriers or opportunities to adjust. Your evaluation plan should identify and address the following:

- How will the program be measured?
- How will you measure the performance measures?
- Who is responsible for collecting the data?
- Where will the data be stored?
- What date does the data need analyzed by?

There is a difference between outcomes and outputs. Both can be useful for measuring progress in a program.

- Outcomes measure program impact.
- Outputs measure program activity.

Program Outcomes and Outputs

OUTPUTS

Outputs are the direct products of project activities and are frequently measured in terms of the volume of work accomplished.

VS.

OUTCOMES

Outcomes refer to the benefits or changes experienced by individuals, communities, organizations, businesses, or other entities during or after the project's grant period. They are the measurable results or impact.



Perhaps you've heard the term performance measures. Some may refer to this as Key Performance Indicators or performance measures. Assessing progress and impact is vital for continuous improvement, and funders will also require this information. Identifying and tracking program performance measures is not about being perfect; it's about consistent tracking and commitment to analyze impact and to incorporate opportunities for reflection.

Prioritize quality over quantity when choosing performance measures for your project. It is far better to identify a few logical, realistic, and easily documented measures than to identify as many measures as possible. Do not set your program or staff up for failure, avoid setting lofty performance targets without assessing what is realistic for your organizational capacity and tracking mechanisms. If your organization does not a method or system in place to track and report performance measures this must be considered as part of the program planning phase. Over time your performance measures can mature as your organizational capacity increases.

Consider how you will demonstrate each measure; be prepared to track and report these measures throughout your project. As you pursue program partners, funding opportunities, or contracts sharing your program measures helps to demonstrate accountability and the return on the investment of resources in the program.

Performance Impact Measurement



measures are quantifiable, outcome-based statements that indicate whether you're on track to meet your program goals or objectives.

How can a program's impact be evaluated?

What should be measured?

Who is responsible?

Measuring performance requires establishing quantifiable, outcomes-based statements to determine if you are on track to meet your program goals or objectives. There are different terms that can be utilized – Key Performance Indicators, impact measures, performance measures etc.

As measures are determined, always consider how your organization will measure the impact and who is responsible for collecting the data. This is where using a project plan or project matrix will ensure these areas are accounted for within a specified time period. It is easy to get caught up in other organizational responsibilities so put a process in plan to ensure that evaluation occurs within the specified timeframe.

Guide to ARC Performance Measures

Resource Alert: [ARC Guide to Performance Measures](#)

Using ARC's Guide to Performance Measures Video: [LINK](#)

| Measure | Type | Definition | Project Types that Typically Use These Measures |
|----------------------------------|---------|---|--|
| Households served | Output | The number of households served by an ARC infrastructure project | Broadband Energy/Utilities/Smart Grid Water and Sewer |
| Households improved | Outcome | The number of households with measurable improvement as a result of an ARC project | |
| Housing Units Construction/Rehab | Output | The number of housing units constructed or rehabilitated as a part of an ARC housing or community development project | Housing |
| Jobs Created | Outcome | The number of direct hires, excluding construction jobs, that result from an ARC project | Broadband Business Development Business/Industrial Site Development Downtown Revitalization and Tourism Energy/Utilities/Smart Grid Health, Substance Use Disorder Transportation Water and Sewer |
| Jobs Retained | Outcome | The number of existing jobs that would be lost or relocated if the ARC project were not undertaken | Broadband Business Development Business/Industrial Site Development Energy/Utilities/Smart Grid Transportation Water and Sewer |

ARC funded projects must have documented performance measures. Applicants estimate their project's measures in project applications and report on progress in interim and closeout reports.

ARC has several performance indicators for various nonprofit sectors which can be found [here](#).

B. Program Performance Measures

The following are examples of program performance measures.

Example of a Program Performance Measures



Measurable and Meaningful

- Employees trained, received certification, and promoted
- Students reading levels increased
- Lower staff turnover rate
- Businesses opened and sustained
- Recommendations implemented and maintained
- Patients served, patients improved



Questions to Consider:

Reflect on your current or proposed program performance measures and answer the following questions.

What are you measuring?

Is it an outcome or output?

Is it easy or hard to collect?

What is the data source?

Who is responsible?

Is the data collected useful?

What will we do with the information?

Which performance measures best measure your program's impact?

What are the challenges to effectively measuring your impact?

V. Assignment

- Complete a project plan for a program within your organization or that you plan to launch.
- Complete a draft program budget.
- Read the Tri- County Family Services case study.

Case Study: Tri-County Family Services (TCFS)

Introduction: Tri-County Family Services (TCFS) is a small, rural nonprofit organization located in the Appalachian region of the United States, serving a three-county region with limited access to established social services. Established in 2008, TCFS is dedicated to strengthening families and promoting child development through early childhood intervention services, parenting classes, and community outreach.

Compliance Issues: TCFS is currently out of compliance because they have neglected to renew its proper licenses and certifications. This oversight has put the organization at risk and may affect its ability to continue providing services.

Organizational Structure Issues: TCFS lacks organizational structure and workflow consistency, which leads to employee burnout and work failing to get done. Primarily, no one renewed their certifications due to the lack of structure. The organization has six staff members who are stretched thin. There are no process maps or documented workflows, leading to duplication of effort and inconsistent service delivery, which sometimes leads to cost overruns.

Communication Issues: TCFS lacks an internal and external communications plan to address these issues. Internally, ineffective communication leads to work not getting done. Externally, TCFS does not promote themselves or their work effectively and also lacks a crisis communication plan.

Conclusion: TCFS faces several challenges that need to be addressed to ensure the organization's sustainability and effectiveness. By renewing licenses and certifications, establishing a clear organizational structure, and developing comprehensive internal and external communication plans, TCFS can improve its service delivery and better support the communities it serves.

Session 4

SESSION 4: Overview

- I. Session Outcomes
- II. Change Management Principles
- III. Effective Communication for Program Management Success
- IV. Managing People and Processes
- V. Assignment

I. Session Outcomes

Session Outcomes

After this session, you will gain a greater understanding of:

- Change management principles.
- Effective communications for program management success.
- Managing people and processes.

II. Change Management Principles



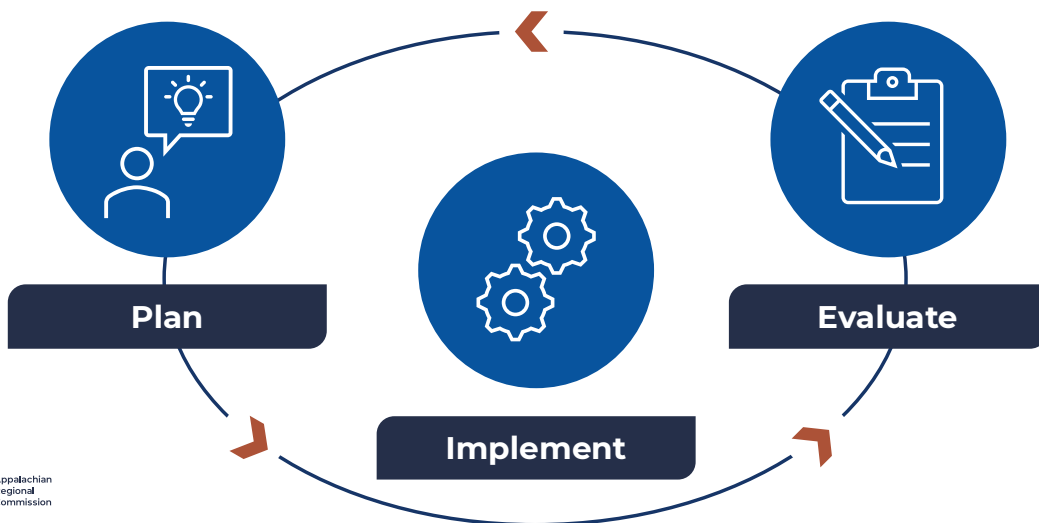
Managing Change and the Unexpected



This presentation is for educational purposes only, and nothing discussed should be understood as legal advice. If you have specific questions about employment or labor law, please contact an attorney for legal advice.

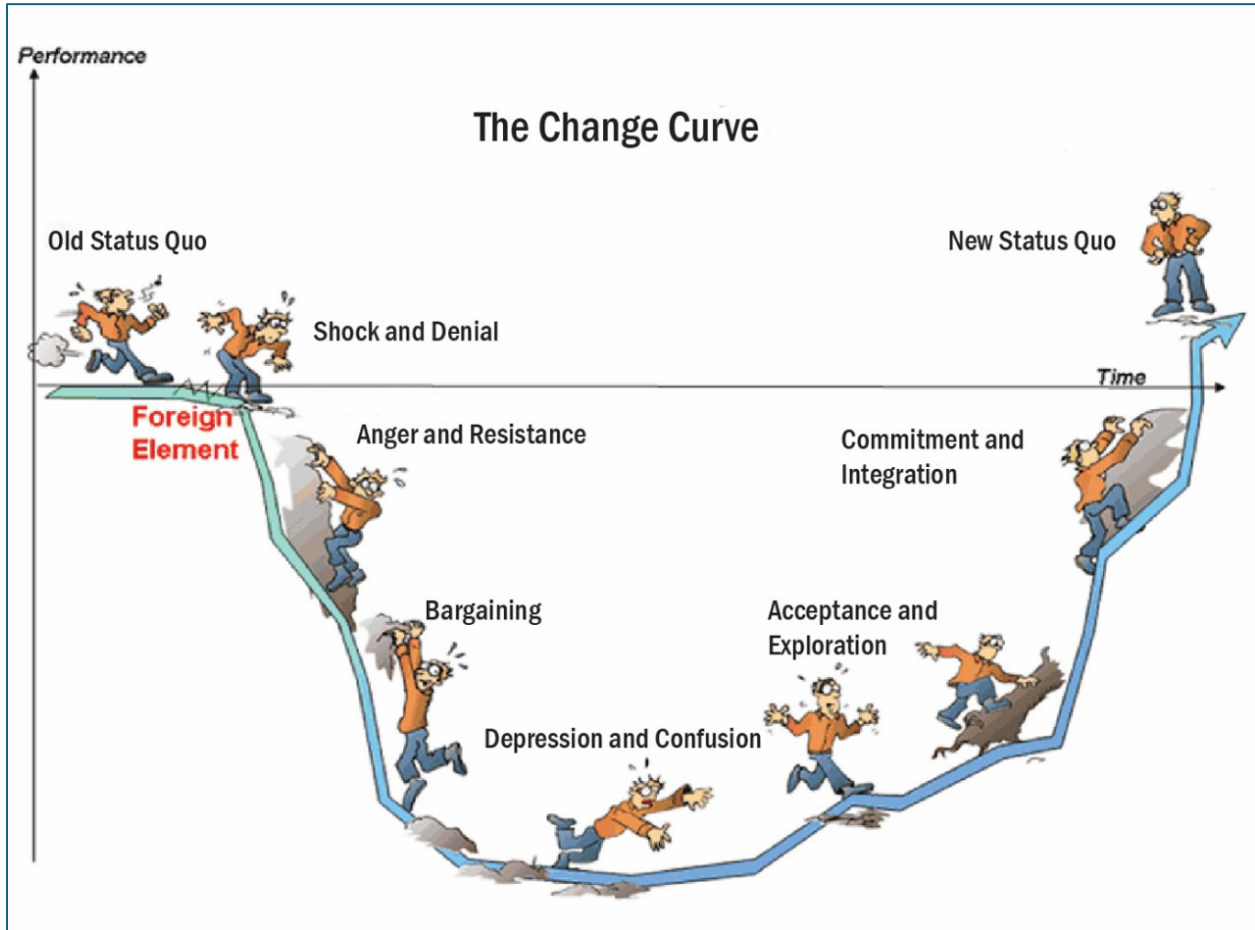
Change is inevitable – especially within the nonprofit space. How organizations apply learning to adapt and manage change is an important skill for leaders, managers, and support staff.

Crisis Happens - Go back to the program management framework



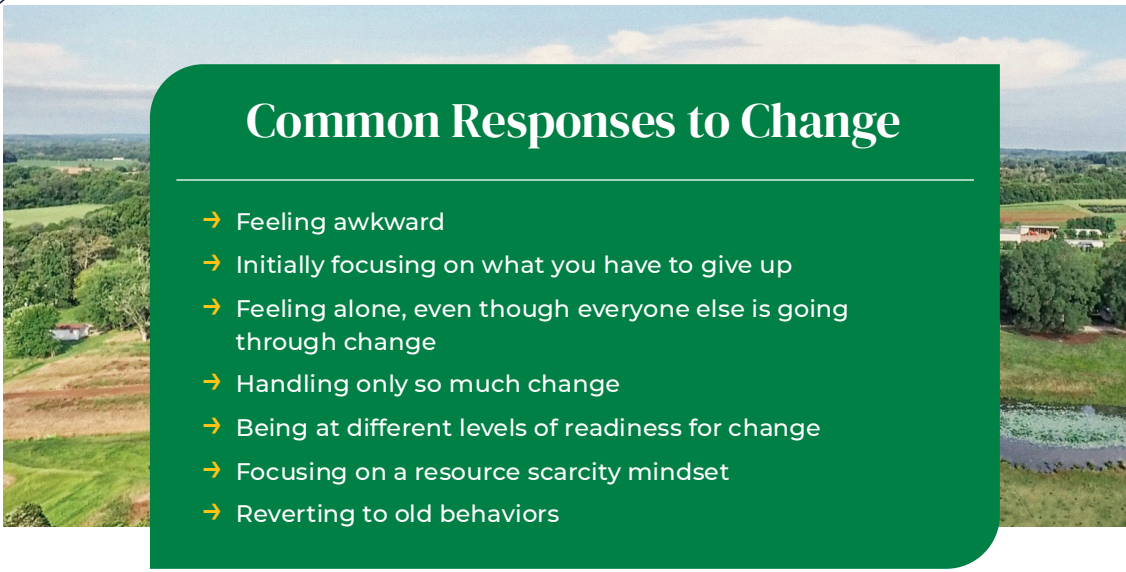
As you experience change or crisis, go back to the program change management framework and evaluate what is the next best step.

A. The Change Curve




The change curve, or what we experience when we move through change, is very similar to how we handle grief, and we go through many of the same cycles. In a graphic, we can see what we experience as we mitigate change. Change impacts performance so increasing our awareness of how we process is key for managing expectations and providing support, training, and consistent communication.

B. Responses to Change



Common Responses to Change

- Feeling awkward
- Initially focusing on what you have to give up
- Feeling alone, even though everyone else is going through change
- Handling only so much change
- Being at different levels of readiness for change
- Focusing on a resource scarcity mindset
- Reverting to old behaviors



Consider, when your organization goes through change, what are some of the feelings that you and your team experience?

The change curve graphic captures some of the common responses to change, so assessing how our team and organization are moving through the change can provide key input on how to best support and allocate resources.

C. Stress Triggers from Change



Stress Triggers from Change

- Communication gaps
- Role uncertainty
- Loss of control
- Increased workload
- Skill gaps
- Technology changes
- Personal impacts
- Resistance from peers, staff, and board members

 **Appalachian Regional Commission**

Many stress triggers cause us to feel uncomfortable when it comes to change, from communication gaps to resistance from our coworkers. Are there other triggers your organization has experienced? How has your organization mitigated those triggers?

D. How to Mitigate Change



How Do We Mitigate Change?

- Effective, consistent, and reciprocal communication
- Provide opportunities for feedback/input
- Support and resources
- Gradual implementation
- Leadership and culture
- Stress management

 **Appalachian Regional Commission**



Questions to consider:

What support or resources do you have access to or need to help manage change within your organization?

How has your organization responded to change?

What can you do differently?



Review the Tri-County case study found [here](#). Identify the change-related issues that the organization may soon face.

How will these changes potentially impact the organization?

III. Effective Communication for Program Management Success



Program Communications



This presentation is for educational purposes only, and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.

A. Strategic Components of Effective Program Communication

Importance of Effective Communication

- Enhances Understanding and Reduces Misunderstandings
- Builds Trust and Stronger Relationships
- Increases Efficiency and Productivity
- Supports Problem Solving and Innovation



Effective communication is a tool to engage staff and community. Quality program management is dependent on effective communications. You can do incredible work, but if you can't convey the mission, impact, and ways for staff, volunteers, and

stakeholders to engage, your organization will not be as effective. The following core elements of effective communication that can be applied to your organization's operations and program management.

Enhancing Understanding: Effective communication bridges gaps in knowledge and reduces the "fog" of ambiguity in the workplace.

Role Clarity: When expectations, responsibilities, and deadlines are communicated clearly, employees understand exactly what is required, reducing errors and duplicated efforts.

Active Listening: It involves "listening to understand" rather than just "listening to reply," ensuring that the speaker feels heard and the true intent of the message is captured.

Visual Aids: Using diagrams, charts, or infographics helps simplify complex information, making it more accessible to diverse audiences.

Building Trust and Strong Relationships: Trust is the "operating system" for successful team dynamics and is built through consistent, honest interaction.

Transparency: Openly sharing both successes and challenges—and the "why" behind decisions—prevents speculation and makes employees feel valued and included.

Empathy: Acknowledging the feelings and perspectives of others, particularly during difficult conversations, neutralizes negative emotions and builds deeper rapport.

Increasing Efficiency and Productivity: Effective communication can improve productivity by up to 25% when team members are aligned.

Streamlined Workflows: Clear instructions allow tasks to be completed correctly on the first attempt, saving time that would otherwise be spent on rework or clarification.

Faster Decision-Making: Unified communication channels ensure that all relevant stakeholders have immediate access to the data needed to make informed choices.

Reduced Conflict: Most workplace conflicts arise from bad assumptions; open dialogue addresses these issues before they escalate into costly disruptions.

Supporting Problem Solving and Innovation: Innovation requires a diverse exchange of ideas that can only occur through healthy communication.

Collective Intelligence: Open channels allow teams to surface problems early and crowdsource solutions, leading to faster and more effective results.

Knowledge Sharing: It helps identify "blind spots" by facilitating the flow of information between different departments and levels of an organization

B. Barriers to Effective Communication



Barriers to Effective Communication

- Language and Jargon
- Emotional Barriers
- Physical and Environmental Distractions
- Assumptions

ARC Appalachian Regional Commission

There are many barriers to effective communication that include the following:

Language and Jargon: Use of technical terms, acronyms, or unfamiliar language can confuse the listener. Misinterpretation occurs when words have different meanings for different people.

Emotional Barriers: Stress, anger, or anxiety can cloud judgment and hinder active listening. People may become defensive or shut down in emotionally charged conversations.

Physical and Environmental Distractions: Noise, poor lighting, distance, or technical issues can impair communication. Multitasking or interruptions can reduce attention and clarity of messages.

Assumptions: Preconceived notions or biases can distort how messages are sent or received. People may make assumptions instead of asking clarifying questions.

Core Principles of Effective Internal Communications:



- **Clarity:** Use plain language and avoid jargon. Ensure everyone understands the message.
- **Consistency:** Reinforce key messages across all channels and leadership levels.
- **Timeliness:** Share updates proactively—don't let staff hear important news secondhand.
- **Feedback Loops:** Encourage two-way, reciprocal communication through surveys, check-ins, and open forums.
- **Accessibility:** Ensure communication is accessible—consider language, format, and access needs.

Effective internal communications build trust and transparency, align staff with the mission, vision, and values, and support morale, retention, and a positive organizational culture.

Key communication channels include staff meetings, stand ups, check-ins, huddles, internal newsletters or bulletins, messaging platforms, email updates, and your Intranet and shared drives.

Best practices include tailoring messages to different roles in departments, using storytelling to connect communications to mission impact, documenting decisions and making them easy to find, and celebrating wins and recognizing contributions.

Ensure that the mediums used for communication are accessible and taking into account the various learning styles. Some organizations use a mixed methods approach to include short videos along with text, and infographics.

Providing a method for feedback is important so that team members can ask clarifying questions as well as ask questions in a safe manner. When your team has clarity, they are able to share the messaging with others.

C. Crisis Communication



Crisis Communication

- Identify Potential Crisis
- Establish a Crisis Communication Team
- Develop Communication Protocols
- Prepare Templates and Key Messages
- Select Communication Channels
- Train and Rehearse
- Monitor and Adjust

ARC Appalachi Regional Commission

Crisis communication is a necessary component of effective programs and operations management. Developing a crisis communications plan that aligns with your organizational compliance practices protects your organization's reputation and relationships, ensures timely, accurate, and consistent messaging, maintains trust with stakeholders during uncertainty, and minimizes disruption to operations and mission delivery. Being prepared to address a crisis provides the foundational support needed to communicate efficiently and effectively while being able to allocate resources to addressing the crisis at hand as your messaging has been drafted and aligned proactively. The following provides steps to begin or refine your crisis communications plan.

Identify Potential Crises

Anticipate various scenarios, including financial issues, data breaches, leadership changes, public controversies, and natural disasters. Begin to draft templates for each type of crisis that can be customized.

Establish a Crisis Communication Team

Include leadership, communications, legal, and program staff. Define clear roles within the communication team to note who is the spokesperson, message drafter, media liaison, social media monitor, or other roles your organization defines.

Develop Communication Protocols

Outline how facts will be gathered and verified. Define internal and external communication flows and capture in writing. As protocols are developed, ensure alignment with organizational values and legal guidance. Consult with experts to proactively ensure the organization representation is aligned.

Prepare Templates and Key Messages

Draft adaptable templates for press releases, social posts, and donor updates. Create message banks for common crisis types.

Select Communication Channels

Choose based on audience: email, website, social media, press briefings, direct calls. Ensure accessibility and redundancy.

Train and Rehearse

Conduct simulations and tabletop exercises. Review and update the plan regularly.

Monitor and Adjust

Track media and public response. Be ready to pivot messaging based on feedback and evolving facts.

D. Communication via Meetings

Key Elements of Effective Meetings:

- **Clear Purpose and Agenda**
- **Focus and Structure**
- **Active Participation**
- **Action Items and Follow-up**
- **Engaging Format**
- **Positive Tone**
- **Effective Communication**
- **Review and Improvement**
- **Consistency**



Effective meetings are focused, efficient, and action oriented. They should have a clear agenda, defined objectives, and a structured format to ensure everyone is engaged and contributes meaningfully. These meetings should also include follow-up (meeting minutes, action steps) to ensure that actions are taken, and outcomes are achieved within the specified timelines.

Key Elements of Effective Meetings:

Clear Purpose and Agenda

Define the meeting's objectives and create a structured agenda that guides discussions.

Focus and Structure

Maintain focus on the agenda items and use a consistent structure to keep the meeting on track.

Active Participation

Encourage all attendees to participate and contribute to the discussions. Some team members may need to process first and then provide feedback. Ensure other avenues for participation and engagement outside of immediate responses.

Time Management

Respect everyone's time by starting and ending meetings on time and managing the time allotted for each agenda item. Redirect wayward conversations and inquiries that are outside of the agenda.

Action Items and Follow-up

Assign action items, clarify responsibilities and deadlines, and follow up to ensure that actions are taken.

Engaging Format

Utilize visual aids, presentations, and interactive activities to maintain participant engagement.

Positive Tone

Start the meeting on a positive note and maintain a productive atmosphere.

Effective Communication

Ensure that everyone is clear on the meeting's purpose, agenda, and key decisions. Provide the agenda in advance, if possible, to ensure participants have the opportunity to review and prepare.

Review and Improvement

Periodically review the effectiveness of operations meetings and make improvements to ensure they achieve their objectives.

Consistency

Be proactive, make communication a priority and schedule meetings in advance for the whole year when possible. Adjust as needed and communicate the updated dates immediately.

E. Components of an Effective Communications Plan

Strategic Components of Effective Program Communication

- **Clear objectives**
- **Identified target audience(s)**
- **Key messages**
- **Communication channels**
- **Content strategy**
- **Budget and resources**
- **Evaluation and adaptation**



Creating an effective communication plan is crucial for any nonprofit seeking to enhance its impact and consistently engage its community. A streamlined approach includes the following:

Clear Objectives

Define what you hope to achieve with your communication efforts. Objectives include demonstrating program impact, increasing awareness, recruiting volunteers or seeking strategic partnerships.

Identified Target Audience(s)

Identify who you need to communicate with to achieve your objectives. This may include funders, volunteers, community members, program partners, or other stakeholders. Understanding your audience is crucial to tailoring your messages and channels appropriately.

Key Messages

Develop concise and compelling messages that convey the essence of your nonprofit's mission and the impact of your work. These messages should resonate with your target audience and be consistent across all communications.

Communication Channels

Choose the most effective channels to reach your audience. This might include email newsletters, social media, your website, local media, or community events. The choice of channels will depend on where your audience is most active and engaged.

Content Strategy

Plan the types of content you will produce, such as success stories, program updates, and calls to action. A content calendar can help organize and schedule this content to ensure consistent communication throughout the year.

Budget and Resources

Identify the resources available for your communication activities. This includes identifying personnel responsible for creating and distributing content, as well as any financial constraints that affect your choices of communication channels and tools.

Evaluation and Adaptation

Set up methods to measure the effectiveness of your communication strategies. Metrics can include social media engagement rates, website traffic, or changes in donation levels. Use this data to adapt and refine your approach over time.

With these fundamental components in place, your nonprofit can develop a communication plan that effectively supports the mission and enhances impact. Regular reviews and adjustments to the plan will help keep your strategies aligned with your goals and responsive to the needs of your community.



Review the case study [here](#). Reflect on how communication may have played a role in the issues facing Tri-County Services.

Could they have taken different actions to prevent these problems from arising? Now that these problems have arisen, what steps should they take to ensure corrective actions are taken and any damage is mitigated?

IV. Managing People and Processes



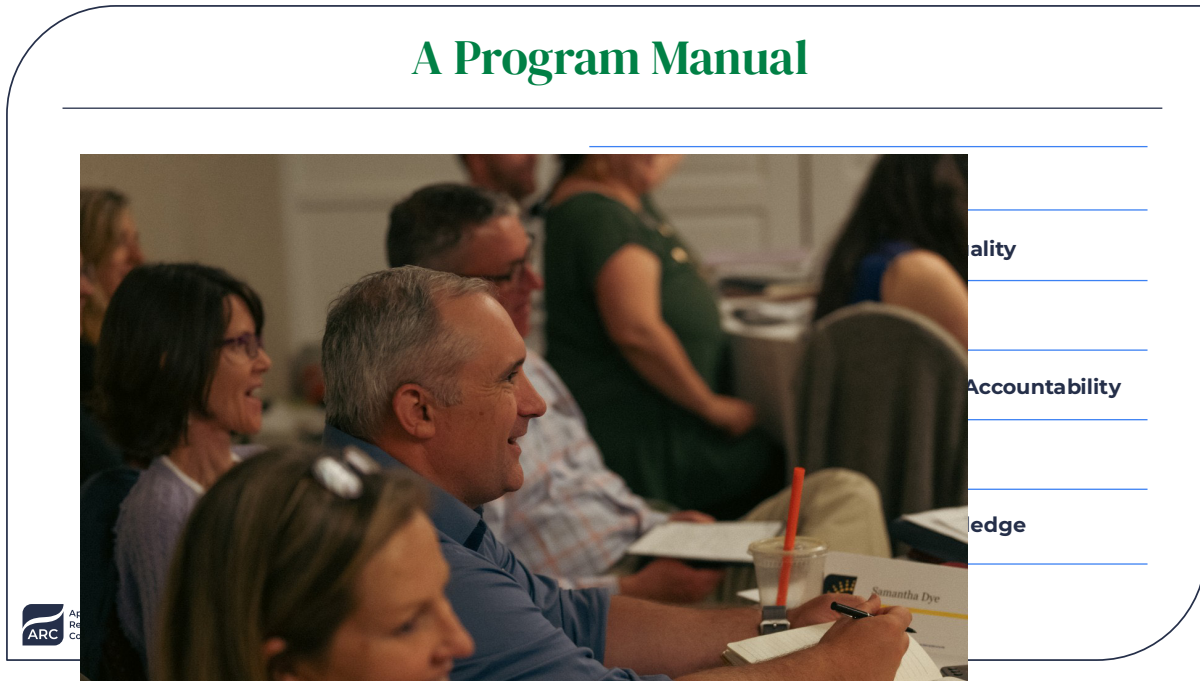
Personnel and Processes



This presentation is for educational purposes only, and nothing discussed should be understood as legal advice. If you have specific questions, please contact an attorney for legal advice.

In order to handle obstacles when they happen, organizations need to be ready to face them. This includes having processes and procedures in place that will enable change, and foster communication.

A. Benefits of a Program Manual



A program manual is essential for good program operations as it provides a centralized and consistent resource for employees while ensuring programming is consistently administered for compliance and quality control. As a centralized resource, a program manual can boost efficiency while reducing errors and ensuring transparency and accountability with staff. A program manual is a resource for training team members and as it captures and allows for the transfer of organizational knowledge and expectations.

Centralized Resource: Serves as a single, consistent reference point for staff, promoting uniformity in program delivery

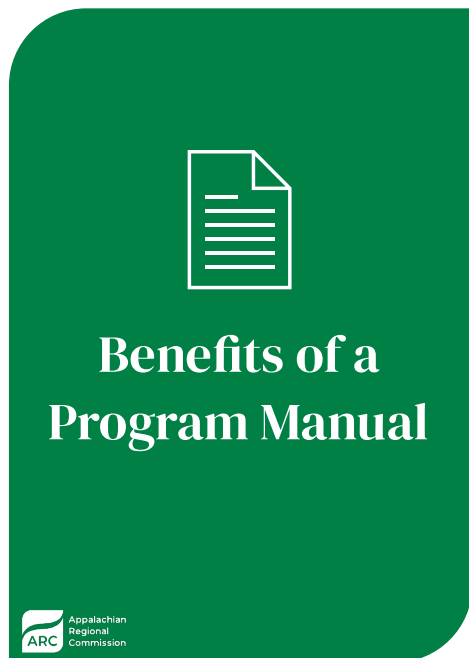
Supports Compliance and Quality: Ensures programs are administered consistently, meeting compliance standards and quality expectations

Boosts Efficiency: Streamlines operations by reducing errors and clarifying procedures, thereby enhancing overall productivity

Enhances Transparency and Accountability: Communicates expectations and responsibilities to staff

Facilitates Training: Acts as a foundational tool for onboarding and training new team members

Preserves Institutional Knowledge: Captures and transfers organizational practices, values, and expectations to ensure continuity and consistency



-
- **Ensures Consistency**
 - **Reduced Errors**
 - **Improves Efficiency**
 - **Facilitates Training**
 - **Preserves Knowledge**
 - **Supports Regulatory Compliance**
 - **Improves Customer Satisfaction**
-

Ensures Consistency: A manual helps maintain consistency in how tasks are performed, which is crucial for achieving desired outcomes and maintaining a high level of service.

Reduces Errors: By providing clear instructions, a manual can help to minimize human error and ensure that tasks are performed correctly.

Improves Efficiency: A well-structured manual can streamline processes, enabling employees to perform tasks more efficiently and quickly.

Facilitates Training: New employees can easily learn how to perform their duties by referring to the manual, which can speed up the onboarding process and reduce training time.

Preserves Knowledge: A manual can serve as a repository of knowledge, ensuring that critical information is not lost when employees leave or are unavailable.

Supports Regulatory Compliance: A manual can outline procedures for complying with relevant laws and regulations, helping to avoid penalties and ensure legal compliance.

Improves Customer Satisfaction: Consistent and efficient service can lead to higher customer satisfaction, and a manual can help ensure that all employees provide consistent and high-quality service.

A program manual should contain information about the organization and then become more granular regarding the program like a program organizational chart with explanations for the roles and responsibilities, program specific description, the purpose of the program, program goals (outcomes!), identified stakeholders (funders, customers, clients, partners), key program dates and milestones, site operations to include key policies and procedures, site location, security, emergency plans, supplies, compliance, communication expectations, templates, diagrams to help reinforce or explain content, keep it simple and to the essential information.

B. Program Manual Checklist

At minimum, a program manual should include the following:

| | |
|---------------------------------|---|
| Program Goals and Objectives | ○ |
| Target Audience | ○ |
| Activities and Services | ○ |
| Evaluation and Measurement | ○ |
| Operational Procedures | ○ |
| Training and Resource Materials | ○ |
| Policies and Guidelines | ○ |

Program manuals should be reviewed and updated annually to ensure accuracy.

Resource Alert: [Sample 1](#) and [Sample 2](#)

C. Organizational Structure

Organizational Structure in Nonprofits

- Hierarchical Structure
- Flat Structure
- Matrix Structure
- Federated Structure
- Advisory/Working Board Model



Nonprofits can adopt various structures depending on their mission, size, and governance needs. As your programs and organization grow, it's essential to evaluate your organizational structure, efficiency, productivity, and cultural alignment. Understanding how nonprofits are structured, the roles of staff, and how operations are scaled based on the organization's size and stage of development.

Hierarchical Structure

Traditional top-down model with clear lines of authority. Common in larger nonprofits with multiple departments.

Flat Structure

Fewer management layers promote collaboration and faster decision-making. Often used by smaller or newer nonprofits.

Matrix Structure

Combines functional and project-based roles to create a cohesive team. Staff may report to multiple managers (e.g., program and operations leads).

Federated Structure

A central organization oversees semi-autonomous local chapters. Common in national nonprofits (e.g., YMCA, Red Cross).

Advisory/Working Board Model

Board members are actively involved in operations, a common practice in early-stage or grassroots nonprofits.

D. Key Components of a Job Description

Key Components of a Job Description:

Filling jobs should focus on addressing the practical aspects of managing daily operations.

- Overall description of the organization's vision, mission, and department (Best Fit)
- Summary of the role
- Key responsibilities
- Necessary skills
- Preferred skills



Job descriptions address the practical aspects of managing daily operations, including resource allocation and conflict resolution. The core components that should be in a job description legally, and to attract the right fit for your positions include the vision, mission and department, concise summary of the role, key responsibilities, necessary and preferred skills. A sample template follows:

Job Description Template (Example)

Title

Department

Date: date of draft

Description of the organization:

Summarize the vision and mission. Discuss 'the why' a candidate would want to work for the organization (typically three to four sentences that engage the candidate).

We are a substance use disorder clinic serving clients through the Rochester area of NY. Our focus is to provide support services as patients move through recovery and transition back into the community and workforce. We offer community-based programs including support groups, counseling, and workforce development and training programs.

Summary of the position:

High level summary that will include the key components of the role including key mandatory skills and licenses. Key elements of position that create interest and grab the passion for the mission. It can be helpful to bold the key requirements.

We have a fantastic opportunity for an Executive Director to oversee all programs and services ensuring efficient operations and high standards of client care. This role involves a wide range of responsibilities, including leadership, financial management, staff oversight, program development, and adherence to regulations and accreditation standards. The Executive Director also plays a crucial role in developing a positive organizational culture and fostering strong relationships with stakeholders. The right candidate will bring a thorough understanding of evidence-based practices, relevant regulations and accreditation standards, strong leadership, communication, interpersonal, and problem-solving skills is crucial. Prior supervisory and management experience is essential as well as clinical licensure for NY state.

Key Responsibilities:

A list of key responsibilities for the role.

- **Leadership and Management:** The executive director will provide overall leadership and direction for the organization, ensuring efficient daily operations, and fostering a positive and productive work environment. They will have direct engagement with the Board of Directors.
- **Financial Management:** The executive director will oversee the budget, manage financial expenditures, and ensure the financial health of the organization.
- **Staff Management:** The executive director will hire, train, and supervise staff, including clinical and administrative personnel, ensuring adequate staffing levels and performance.
- **Program Development:** The executive director will develop and implement new programs and initiatives, expand community-based services, and collaborate with other agencies.
- **Compliance and Accreditation:** The executive director will ensure adherence to all relevant state and federal regulations, accreditation standards, and best practices in substance abuse treatment.
- **Quality Improvement:** The executive director will implement quality improvement initiatives, monitor program outcomes, and make adjustments as necessary to enhance service delivery.

- **Community Relations:** The executive director will build and maintain positive relationships with referral sources, funders, and other community stakeholders.

Key Skills and Core Competencies:

Essential skills needed for the role along with nice to have. It's better to have any mandatory skills.

- Master's degree in social work, human services, public health, or a related field, or 7 years' experience in related organizational leadership roles
- Strong leadership, communication, interpersonal, and problem-solving skills
- Understanding of evidence-based practices, relevant regulations, and accreditation standards required

Job Description Template

Title:

Department:

Date:

Description of the organization:

Summary of the position:

Key Responsibilities:

Key Skills and Core Competencies:

E. Volunteer Management



Accountability

Recognition

Volunteer Management includes recruiting, training, engagement, and retaining volunteers. In many nonprofit organizations, you may find yourself working with and overseeing many different people. These will include volunteers and paid staff or team members. Volunteers impact many nonprofits ability to achieve their missions – volunteers are valuable assets, and it is important that they feel valued, motivated, and are able to help support the organization in making meaningful impact. As you engage volunteers, you will need to understand their motivation and ensure their efforts are aligned with what inspired them to come alongside your organization. It is important to assess and understand their commitment and how your organization can best meet them where they are, while still encouraging accountability and follow-through. Volunteers just like employees need an onboarding experience so that they know how to best support and engage within your organization. Volunteers require ongoing supervision, as they represent the organization and some may not be able to determine who is paid and who is a volunteer.

Volunteers should be held accountable, and they will be looking to the staff to be accountable as well, finally recognition is essential when working with volunteers. Demonstrating appreciation in meaningful ways – will keep your volunteers engaged. We also recommend that you create volunteer job descriptions that outline expectations, reporting, and duties.

Volunteers and team members have different motivations, commitments, and require different supervision and accountability.

- Volunteers are motivated by an altruistic mission-driven drive, whereas team members are motivated by mission and compensation.
- Volunteers' commitment is often part-time or event-based, whereas team members have regular hours and long-term roles.
- Volunteers undergo a light onboarding process and receive role-specific training, whereas team members typically undergo a formal onboarding process and must adhere to HR policies.
- Volunteer managers often manage volunteer supervision, and supervisors or department heads usually supervise team members.
- Volunteer agreements guide volunteers' accountability, whereas employment contracts and evaluations bind team members' accountability.
- Lastly, volunteers are often recognized through public appreciation awards and thank-you events, whereas team members are identified through performance reviews, promotions, and benefits.

F. Organizational Chart

An organizational chart shows the internal structure of an organization. The employees and positions are represented by boxes or other shapes, sometimes including photos, contact information, email and page links, icons and illustrations. The position is typically included as well is the designation – full-time, part-time, seasonal, contracted, or volunteer. Straight or elbowed lines link the levels together.

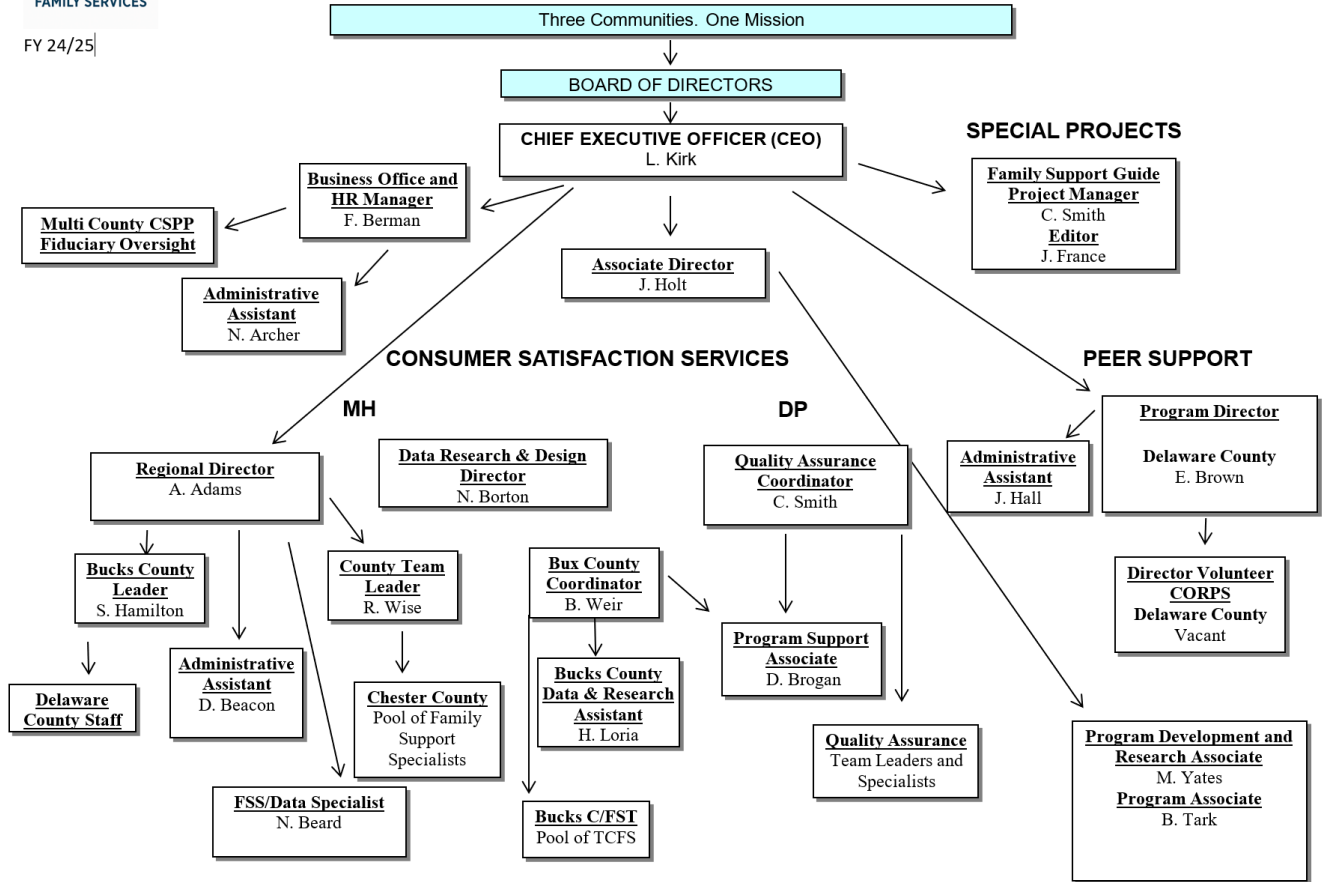
Organizational charts help to clarify the chain of commands, aid in decision making workflows, and depict the overall organizational dynamics. A well-defined organizational chart provides a transparent visualization including the headcount, assisting in structuring work teams. Two samples of org charts are following a before and an after. The before sample is not as clearly defined and it can be difficult to discern the chain of command.

Before



FY 24/25

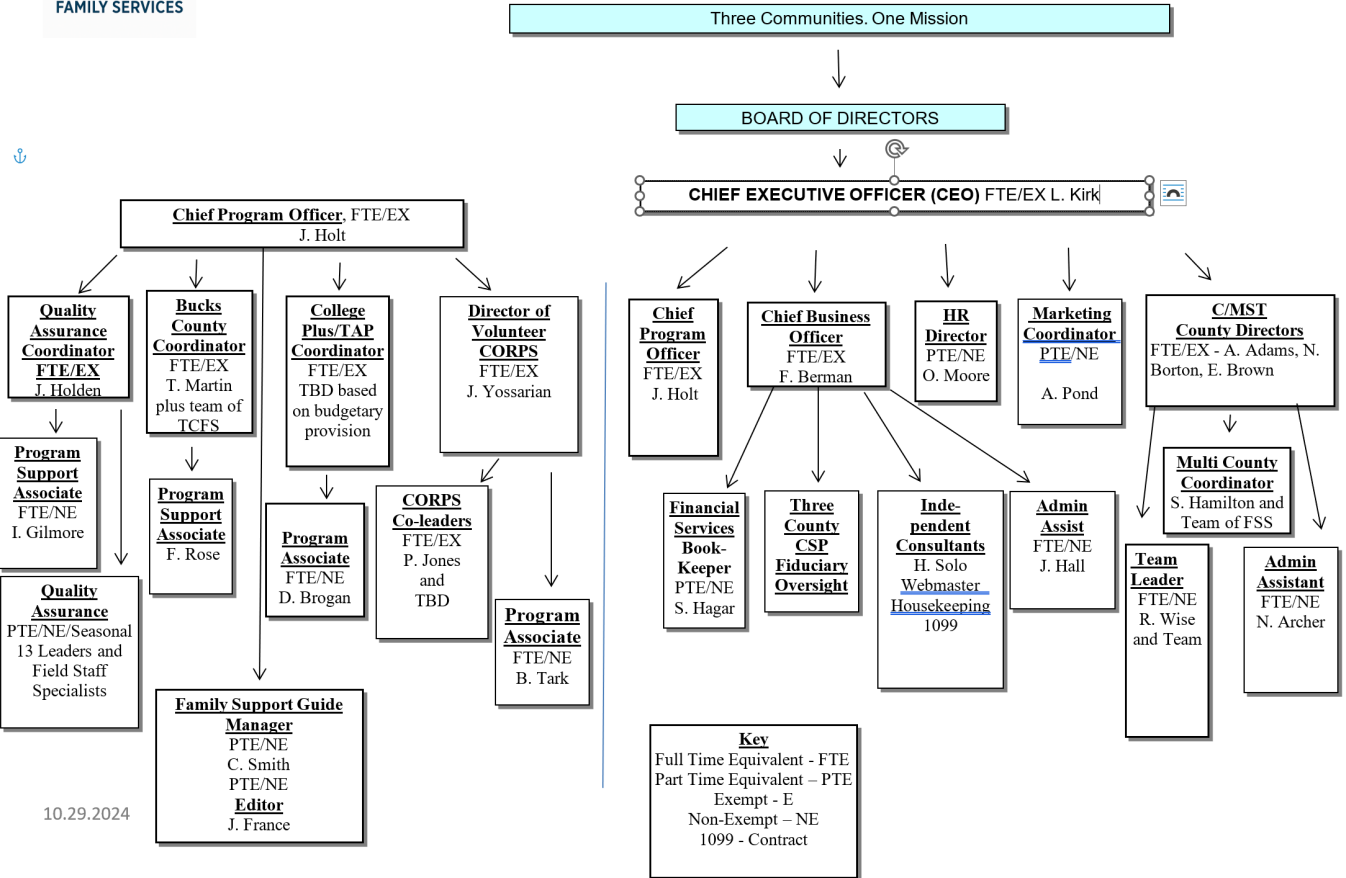
Tri Community Family Services (TCFS) ORGANIZATIONAL CHART



After



Tri Community Family Services (TCFS)
ORGANIZATIONAL CHART 2024-2025





Questions to consider:

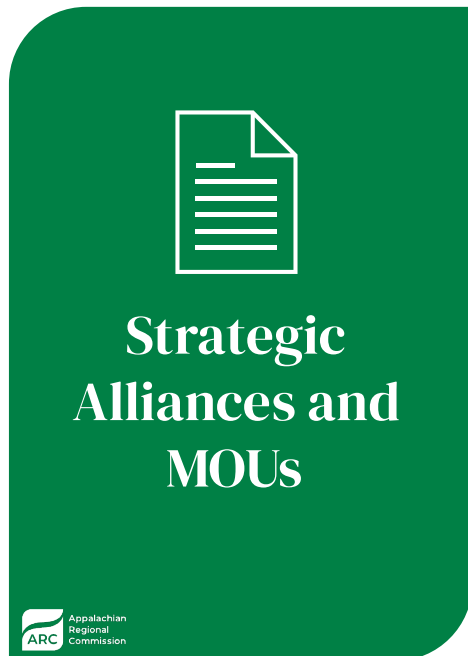
Reflection: Review the organizational chart for your organization and consider the following questions:

Does your nonprofit have an organizational chart?

What does your organization chart convey?

What changes would you like to make, if any?

G. Strategic Alliances and MOUs



Memoranda of Understanding (MOU) succeed when everyone knows their roles and responsibilities.

These ensure:

Coordinated and unified vision

Avoids confusion

Unnecessary frustrations

Programs and collaborations succeed when everyone understands their role, responsibilities, and expectations. A current and detailed Memorandum of Understanding (MOU) is in place for your partners, ensuring a coordinated and unified vision. It will help to avoid confusion and unnecessary frustrations. A memorandum of understanding, or MOU, is a nonbinding agreement that states each party's intentions to take action, conduct a business transaction, or form a new partnership. This type of agreement may also be referred to as a letter of intent (LOI) or memorandum of agreement (MOA).

Resource Alert: [Article Link](#) and [MOU Guide](#)

Case Study Review: Program Planning

Review the case study [here](#). Develop a three-part plan to address the crisis facing Tri-County.

First, discuss how this change is going to impact Tri-County and what you may do to mitigate that.

Second, what steps will you take to communicate this problem both internally and externally?

Last, what are you going to institute in your program planning methodology to ensure that this does not happen again?

V. Assignment

Reflect on the following:

What were my key takeaways from this session?

What do you envision doing differently as a result?

What questions do you have still?

Complete any unfinished assignments, including:

- Finalize the logic model
- Complete a project plan for the identified program
- Complete draft of program budget

Session 5

SESSION 5: Overview

- I. Session Outcomes
- II. Programs and Operations Learning Journey
- III. Reflection
- IV. Organizational Impact Activity

I. Session Outcomes

Session Outcomes

- Our Programs and Operations Learning Journey
- Reflection
- Organizational Impact Activity

II. Programs and Operations Learning Journey



Our Learning Journey

What did we learn?

What were your key takeaways?

Do you have any further insights?



| | | |
|------|----------|---|
| WEEK | 1 | Introduction Session |
| WEEK | 2 | Session 2: Program Planning |
| WEEK | 3 | Session 3: Program Implementation |
| WEEK | 4 | Session 4: Communications for Program Success |
| WEEK | 5 | Session 5: Conclusion |

Session 1: Introduction to Course

- Welcome
- Course overview, outcomes and objectives

Session 2: Operations, Programs, Logic Models

- Understand the components of program management
- Clarify your vision, mission, values, and services
- Learn logic models as a framework for effective program management

Session 3: Program Planning, Implementation, Evaluation

- Project management principles
- Financial management and budgeting
- Program evaluation

Session 4: Clear Communications for Program Success

- Change management principles
- Effective communication for program management success
- Managing people and processes

III. Learning Reflection



Questions to consider:

What were your key takeaways from the program?

What has surprised you?

How are you beginning to think differently?

IV. Activity – Organizational Impact Reflection

Assess the impact of the training program on your organization.

- What has your organization already done to implement new knowledge, skills, or abilities gained from the training program?
- How do you see new knowledge, skills, or abilities from the training program impacting your organization's capacity challenges?

Next, write three (3) action steps your organization needs to take to apply this new knowledge.

This month

This year

Next year

Glossary of Terms

Communications and Marketing: Developing effective communication strategies and marketing campaigns.

Core Values: Deeply held convictions that shape our attitude, behavior, and culture.

Crisis Communications: Protects your organization's reputation and relationships, ensures timely, accurate, and consistent messaging, maintains trust with stakeholders during uncertain times, and minimizes disruptions to operations and mission delivery.

External Communication: The purpose of external communication is to raise awareness of your mission and impact, engage donors, volunteers, and community partners, build credibility and trust with the public, and support fundraising and advocacy efforts.

Federal Cost Principles: Guidelines that establish standards for determining the allowability, allocability, and reasonableness of costs charged to federal grants.

Financial Management: Budgeting, accounting, fundraising, and financial reporting.

Internal Communication: Builds trust and transparency, aligns staff with the mission, vision, and values, and supports morale, retention, and a positive organizational culture.

Job Description: A description of a job or position at a company that contains a summary of the role, key responsibilities, key skills, preferred skills, competencies, physical requirements, or other factors to identify a successful candidate.

Key Performance Indicators (KPIs): A key performance indicator (KPI) is a quantifiable, outcome-based measure that assesses whether you're on track to meet your goals or objectives.

Logic Model: A systematic and visual way to present and share your understanding of the relationships among the resources you have to operate your program, the activities you plan, and the changes or results you hope to achieve.

Mission: Says what things your organization is doing right now to move the ball down the field toward your vision.

Operations Plan: A detailed document that outlines how an organization will achieve its goals. It is a roadmap for strategies, translating the broad goals into specific, actionable tasks with timelines and responsibilities identified.

Organizational Leadership: Developing strong leaders who can guide and inspire staff and effectively lead the organization.

Outcomes: Benefits or changes for individuals, communities, organizations, businesses, or other entities during or after the project's grant period. They are the measurable results or impact.

Outputs: The direct products of project activities, frequently measured in terms of the volume of work accomplished.

Performance Measures: A quantifiable, outcome-based statement that measures if you're on track to meet your goals or objectives.

Program Development and Evaluation: Designing, implementing, and evaluating programs to maximize impact.

Program Management: Program-specific planning and management.

Program Management Plan: A roadmap that guides the execution of a program, which is a collection of related projects sharing a common goal. A program management plan includes the necessary resources and the approach. Programs are often running long, contributing towards multiple goals or outcomes.

Program Manual: A comprehensive guide outlining the specifics of a particular program within a non-profit organization, including its goals, activities, target audience, evaluation methods, and operational procedures.

Project: One-time undertakings, of any size or scope, with a specified, desired outcome.

Project Management: Planning focused on an individual project.

Project Management Plan: Concentrates on the specific deliverables, tasks, and timelines of an individual project within a specific program. Focused on a single piece of work with a specified scope and output.

Project Plan: Includes the project description, roles and responsibilities, which is essentially a mini org chart. Include a project budget and a schedule of work.

Strategic Plan Management: An organizational operations implementation plan that incorporates agency-wide priorities.

Vision: A concise, thoughtful, and inclusive statement of where the organization is going and what it looks like when it gets there.

Volunteer Management: Recruiting, training, and retaining volunteers.

Appendix

Logic Model Template

Program Name:

PROBLEM STATEMENT:

PROGRAM GOAL (S):

Resources

What resources do we have to work with?

| Activities What happens in our organization? | Outputs What are the tangible products of our activities? | Short-term Outcomes What changes do we expect to occur within the short term? | Intermediate Outcomes What changes do we want to see occur after that? | Long-term Outcomes What changes do we hope to see over time? |
|--|---|---|--|--|
| | | | | |
| | | | | |

Logic Model Template

Program Name:

| Activities What happens in our organization? | Outputs What are the tangible products of our activities? | Short-term Outcomes What changes do we expect to occur within the short term? | Intermediate Outcomes What changes do we want to see occur after that? | Long-term Outcomes What changes do we hope to see over time? |
|--|---|---|--|--|
| | | | | |
| | | | | |
| | | | | |

| Rationale(s): The explanation of a set of beliefs, based on a body of knowledge, about how change occurs in your field and with your specific clients (or audience). | Assumptions: Facts or conditions you assume to be true. |
|--|---|
| | |

Program: _____ (name) _____ Logic Model

Situation:

| Inputs | Outputs | | Outcomes -- Impact | | |
|--------|-------------------|----------------------|--------------------|---------------|-------------|
| | <i>Activities</i> | <i>Participation</i> | <i>Short</i> | <i>Medium</i> | <i>Long</i> |
| | | | | | |

Assumptions

External Factors