



# If I Build It, Will They Come?

How to Develop Youth Programs That Are Relevant and Impactful

Presenter:

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# Engaging Stakeholders



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# Who Cares?

- Identify people who care about youth development, and what makes them “tick”
  - Youth
  - Parents
  - Teachers and Administrators
  - Nonprofit Organizations
  - Churches
  - Government Agencies
  - Private Foundations





# What Can Be Done?

- Identify issues of concern and mutual best interests (ie, high dropout rates)
- Develop a call to action and enlist support (ie, advocate for more funding, development of a program, etc.)
- Develop a plan of implementation and stick to it



# Examples of Ways to Engage Stakeholders

- Youth-led events and projects
- Parent-led activities
- Newsletters
- Town Hall Meetings
- Special Events
- Surveys
- Websites/Blogs
- One-on-One Conversations





# Building Your Team



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# Organizational Fit

- Core values are consistent with the organization's
- Ability to buy into the mission, goals and objectives of the organization

# Commitment Level

- Willingness to fulfill obligations of being a board member
- Ability to attend meetings and do the “homework” between meetings
- Willing and able to make a financial contribution, whether small or large
- Demonstrated ability and willingness to leverage contacts and resources to the benefit of the organization



# Potential Recruits

- Examples of people who might make good board members
  - Recently retired people
  - Clients who are familiar with the services
  - Engaged community residents
  - Local media people
  - Academics
  - Executives on loan, or who come recommended by civic or professional associations

# Diversity

- Complimentary skill sets
  - Legal
  - Financial
  - Program Development
  - Marketing
- Varied backgrounds
  - Race
  - Ethnicity
  - Profession
- Differing perspectives



# What You Should Not Do

- Things to avoid when recruiting board members
  - Selecting board members based on friendship
  - Selecting family members unless the organization is intended to be a family-run foundation
  - Allowing prominent people to come onto the board with the understanding that they won't be able to make meetings
  - Approaching your "dream" candidates while your organization is still in developmental stages (unless the other board members are equally prestigious)
  - Inviting someone to come onto the board solely because of name recognition





# Strategic Planning, Business Planning, Programs and Services



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# What is Strategic Planning?

- Strategic Planning is a process in which an organization takes stock of its mission, vision, and core values to position itself to capitalize on changes in its environment. The end product is a set of strategies to achieve a set of long term goals and objectives for the organization.
- Critical Questions
  - Where do we want to go? (strategic direction)
  - How will we get there? (strategies and tactics)



# What is a Business Plan?

- A business plan focuses on a particular program
  - Summarizes the operational and financial objectives of a business, program or service
  - contains the detailed plans and budgets showing how the objectives are to be realized. (1)
- Business plans may also target changes in perception and branding by the customer, client, tax-payer, or larger community (marketing plan)(2)
  - (1) Susan Ward, About.com
  - (2) Wikipedia 2008





# What are Programs and Services?

- Services (3)
  - Sometimes referred to as the strategies that support the organization's goals and objectives in a strategic plan
  - Series of activities carried out for the benefit of the public, local community, clients or institutions
- Programs (3)
  - Integrated set of services conducted to meet specific, verified community needs by achieving certain specific outcomes among specific groups of clients in the community.

(3) Carter McNamara, PhD, Authenticity Consulting, LLC



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# Community Needs Assessment



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# What is a Community Needs Assessment?

- A community needs assessment is a way of gauging opinions, assumptions, needs, key issues, and/or assets within a defined community.(4)

(4) “Community Needs Assessment Tools”, Charlie French, Community and Economic Development Specialist, University of New Hampshire Cooperative Extension





# Why Conduct a Community Needs Assessment?

- Develop proposals, new programs, improve existing programs
- Describe the current “lay of the land” (situation)
- Identify community needs, concerns and issues (5)
- Develop marketing strategies
- Galvanize grass-roots action around needs or issues
- Determine whether or not needs have changed
- Collect communities’ hopes/dreams/desires (5)
- Make sure programs remain relevant

(5) “Community Needs Assessment Tools”, Charlie French, Community and Economic Development Specialist, University of New Hampshire Cooperative Extension



# Community Needs Assessment Tools

- Surveys and Questionnaires
  - Used to measure attitudes, knowledge, preferences about a specific issue or topic
  - May be used to gather quantitative or qualitative data
- Interviews
  - Often used to supplement survey data
  - Provide more detailed qualitative information that may not be adequately captured in surveys.



- **Literature Review**
  - Review of books and articles to identify recent developments, or best practices for addressing a given issue, developing a type of program, etc.
  - Information may be cited (documented) in the program proposal.
- **Asset Mapping**
  - Used to map the location of the assets a community has at its disposal to address an issue
  - Diverts focus from needs or deficits and focuses on the positives or possibilities.





- Focus Group Discussions
  - Interview of a group of individuals with similar interests or experiences (ie, clients, employees in a particular department, etc.)
  - Designed to capture qualitative data that is not easily captured in surveys
- Public Meetings
  - Educate the public on an issue or program
  - Identify issues
  - Solicit feedback and develop program recommendations



# Questions to Consider

- How many youth are in the community?  
(public documents, literature review)
- How many are in school or are of school age?  
(school district, Census)
- What problems do they face? (literature review, surveys, interviews, focus groups)
- What do they need to successfully complete elementary school and high school?  
(literature reviews, interviews, focus groups)



- What services are available to them?  
(asset mapping, review of public documents)
- How well do the services work?  
(surveys, interviews, focus groups)
- Where are the gaps in programs and services? (asset mapping, interviews, surveys, focus groups)
- How can our organization fill the gaps?  
(strategic planning, program planning)







# Theory of Change



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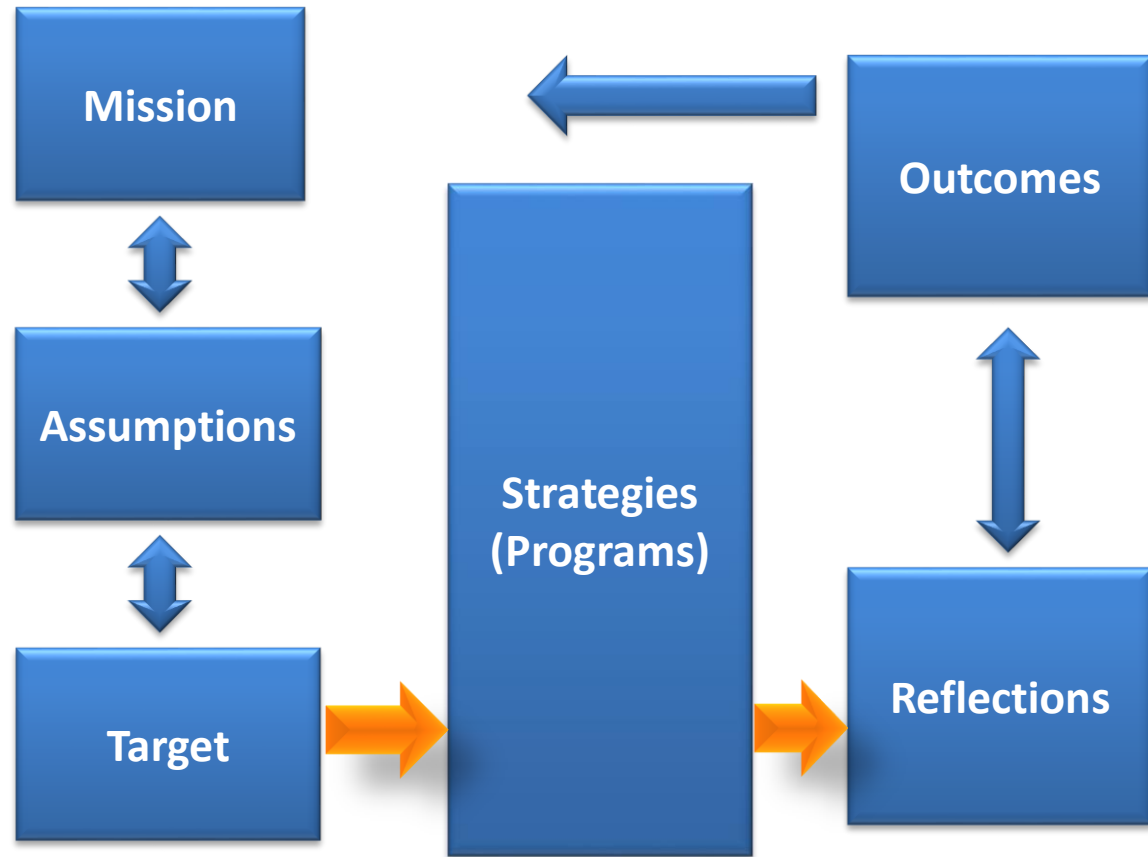
# What is a Theory of Change?

- A theory of change describes a process of planned social change, including assumptions that guide its design to the long-term goals it seeks to achieve (6)
  - Map of a process of change
  - Establishes a blue print for the work ahead
  - Anticipates its likely effects
  - Reveals what should be evaluated
    - When
    - How

(6) Mapping Change: Using a Theory of Change to Guide Planning and Evaluation, published by GrantCraft, a project of the Ford Foundation.



# Theory of Change



Adapted from Mapping Change: Using a Theory of Change to Guide Planning and Evaluation, published by GrantCraft, a project of the Ford Foundation.



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# Goals, Objectives and Key Indicators



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# Statement of Goals

- Goals

- The end toward which the program is directed. It is the general statement of a **long-range purpose**.

- Consistent with the mission and vision of the organization
    - Outcome and not process oriented.
    - Stated as specific, measurable outcome(s) or change(s) that can be reasonably expected as a result of the program or strategy (SMART-Specific, Measurable, Achievable, Realistic, and Timely)
      - Example: Reduce the dropout rate among students in North Lawndale schools by 25% over the next 5 years
      - (This demonstrates an impact or result)



# Objectives and Key Indicators

- Objectives

- Incremental steps that support the program goals
  - Outcome Objectives: Measurable, time-specific result that the organization expects to accomplish during the planning horizon
    - Example: There will be a 5% decrease in the number of North Lawndale youth dropping out of school during the first year of the After School Program (This demonstrates an impact or result) (7)
  - Process Objective: Quantifies a method for achieving the goal
    - Example: There will be an increase in social services referrals and follow-up for 75% of the students served by the After School Program during the 2014-2015 school year. (This demonstrates a process to achieve the impact) (7)





# • Key Indicators

- Key Indicators: Measuring units that help assess the progress towards a goal.
  - Example: The number of at-risk students participating in the After School Program.

(7) *Winning Grants Step by Step, Second Edition*, Mim Carson (The Alliance for Nonprofit Management), 2002, John Wiley and Sons, Publisher





# Program Logic Models



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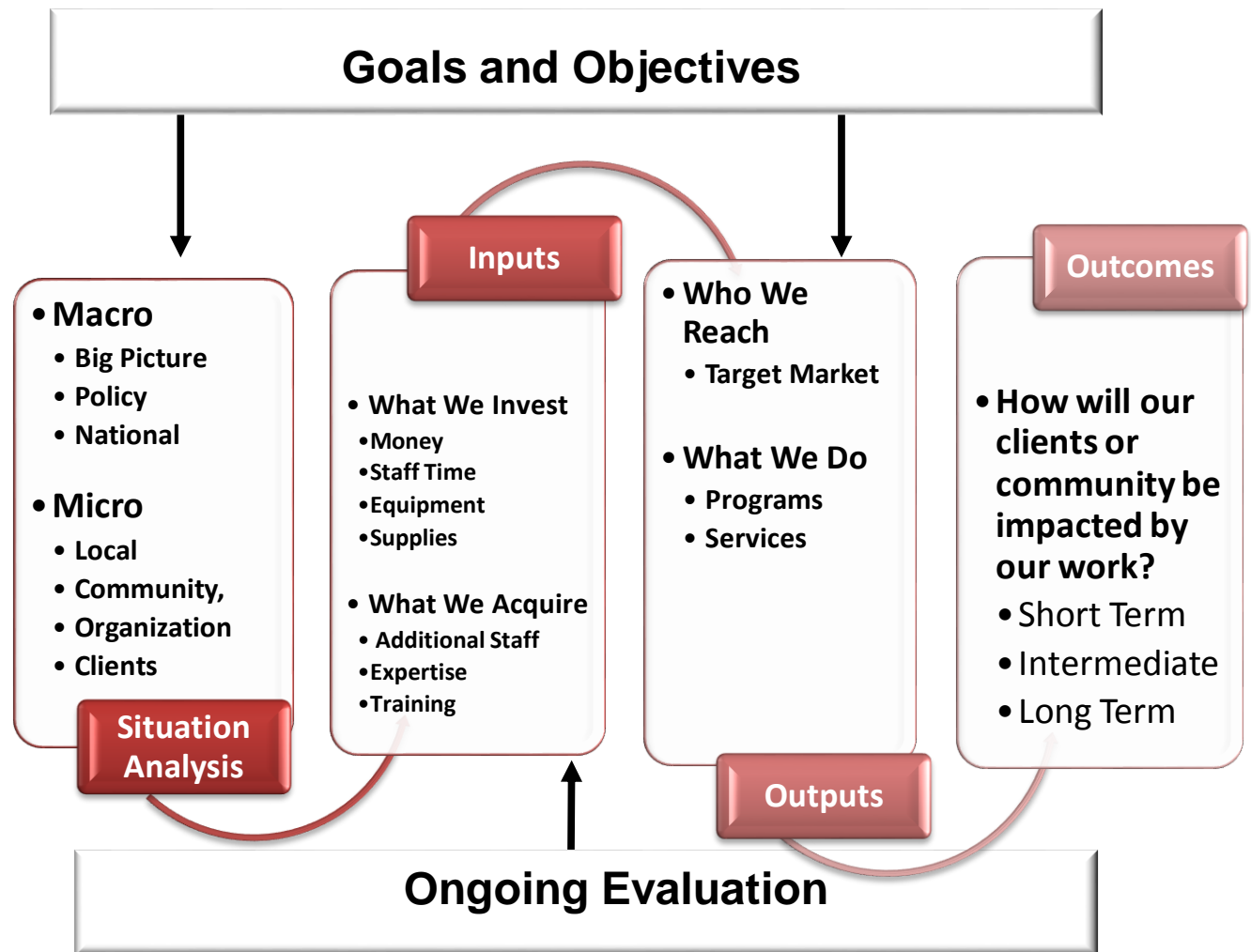
# What is a Program Logic Model?

- A program logic model is a diagram depicting the
  - current environment or situation within which a program operates
  - major goals and objectives
  - resources required to operate the program
  - activities required to meet the goals
  - desired change program managers hope to achieve as a result of implementing the program
- There are many variations





# Sample Program Logic Model



\* Adapted from the University of Wisconsin Extension  
Program Action Model



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# Program Budgets



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# What is a Budget?

- A budget is a list of resources and associated costs necessary to fulfill the stated mission, goals and objectives of an organization, its programs, services, initiatives and projects. This includes revenues and expenses.
  - Often described as a numeric account of the program narrative





# Revenue

- Cash receipts that an organization receives as a result of providing programs and services
  - Grants
  - Contracts
  - Fees
  - Donations

# Expenses

- Cash disbursements (payments) that an organization makes in the course of providing programs and services
  - Salaries
  - Occupancy (rent, mortgage, overhead)
  - Equipment
  - Supplies
  - Contracts
  - Legal
  - General and Administrative





# Developing Program Infrastructure



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# What is Program Infrastructure?


- Program infrastructure refers to the necessary systems, functions and structures that make programs operational.
- The stronger the program infrastructure, the more effective the program.



# Developing Program Infrastructure

- Alignment with Board, Board Committee, Strategic Plan
  - Goals and objectives consistent with organization's mission, core values and vision
  - Mechanisms for board oversight
- Operating Manuals
  - Document program processes, policies and procedures.
- Staffing
  - HR policies
- Budgeting and Financial Management
  - Financial and management information systems
  - Compliance with funders and government regulators as applicable



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- Fundraising
    - Fundraising plan
  - Risk Management
    - Assessment of potential liabilities
    - Insurance
  - Recruitment/Intake/Registration
    - Recruitment Criteria
    - Application Process





- Facility
  - Mortgage
  - Rent
  - Maintenance contracts
- Compliance and Legal
  - Licenses and Certification
  - Professional Services Contracts
  - Partnership Agreements
  - Joint Ventures
  - Memoranda of Understanding (MOUs)



- Marketing and Outreach
  - Market and outreach plan
  - Segmentation (ie, youth, adults, seniors)
  - Branding (messaging; reputation in the market)
  - Promotion (advertising)
  - Pricing of services
- Evaluation Planning
  - Development of theory of change and program logic model
  - Development of survey and assessment tools
  - Monitoring and tracking outcomes





# Developing and Monitoring Work Plans



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# What is a work plan?

- A work plan outlines the necessary tasks to implement a program. Ideally, the work plan should include tasks from the planning, implementation and evaluation phases. It may include some or all of the following
  - Strategy, goals and/or objectives (optional)
  - Program Phase
  - Major tasks and activities
  - Person/organization assigned the specific task
  - Due dates
  - Status
  - Notes to explain



# Developing and Monitoring Work Plans

- Work plans should be developed with input from major stakeholders.
- Every program goal and objective should be consistent with the organization's mission, vision core values
- Monitored on a regular basis as part of the board meetings
  - Include actual accomplishments vs. plan
  - Make adjustments as necessary





# Fundraising Considerations



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# Compliance First

- Before soliciting any funds, be sure your organization is registered with the Attorney General's Office
  - Visit <http://www.ag.state.il.us/charities> to read about registration requirements and to download the necessary forms.
- If you work with a professional fundraiser, make sure s/he is also registered with the Attorney General's Office of your state. You can contact the Attorney General's Office to verify whether or not the fundraising consultant is registered.



# Lead by Example

- Start your solicitation with your organization's board members. If your board members are not engaged, it will be difficult to garner excitement from other prospects. It will also be helpful to be able to tell other prospects that you have 100% participation from the board.
- Identify a revenue goal, and strategies to reach it.



# Identify Your Funding Base

- Who has a vested interest in the outcome your work?
  - Current/former clients
  - Board members
  - Staff
  - Partners
  - Elected officials and community leaders
  - Community members
  - Current funders





# Rally Around a Cause

- Who cares about what you do?
  - All of the above
  - Rank and file community residents
  - Some corporations
  - Some foundations
- Why do they care?
- Would they be willing to give?
- Why?





# Lay the Groundwork

- Establish a realistic budget and timeframe to organize and implement your campaign.
- Engage donors and prospects before you ask for money. Send annual reports and newsletters, and invite them to special events, etc.



- Develop a list of prospects consisting of individuals and organizations that are likely to support your cause.
- Include the organization's board members and employees and their contacts; current and former organizational clients; organization vendors; community residents; organizational partners; civic leaders who have shown an interest in your organization's issue; and corporations that sell products that would perceive your clients as a desirable target audience. This is a numbers game. The more prospects you have, the better.







# Program Evaluation



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# Program Evaluation

- Did our program achieve the desired impacts (outcomes)?
  - Compare planned versus actual results
- What could we do differently?
- How does this information impact our future program development process?
  - Incorporate new learning into future program development
  - Data collection methods should be developed and integrated into the work plan, and should include tasks, deadlines and the person responsible.



# Questions?

It has been a pleasure sharing this presentation with you today. Questions regarding this presentation may be addressed as follows:

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