How

About.....

Planning

March 1995



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How About..... Planning

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ABOUT THIS GUIDE...



Planning is like making stepping stones

Imagine that you are standing on the bank of a stream. You want to get to the other bank without getting wet. It is too wide to jump across. You look around and notice some large flat rocks. By placing one in the stream it is possible to step onto it without touching the water. After another three rocks have been placed in a row towards the other bank, you can step from one rock to the next and reach the other bank.

Placing the stepping stones is a kind of plan – a way of preparing to get from one place to another. When you saw the rocks and decided how to lay them in the stream you were creating a plan. The plan was completed when you stepped onto the other bank.

We plan so that we can get from our present place or condition to another. In planning, we always try to predict what the new place or condition will be. Then we make a plan to get there. In the stepping stones example, gathering and placing the rocks became the steps we took to complete the plan.

This guide has been written for First Nations and Inuit communities in Canada who are going to be planning new community services and programs. When new services and programs are introduced it is important to plan the steps you will take. Just like those rocks in the stream, each step needs to be carefully thought through.



Introducing "Little People's Child Care Centre"

To show what the steps in planning mean to a community agency, we will use the Little People's Child Care Centre, an imaginary agency that has recognized the need for a child care service.

Each planning step will describe what happened in planning Little People's Child Care Centre.

We will start our look at planning with some definitions of commonly used words.

First...Some Definitions

Words shown below are used throughout this guide. We have included their definitions so you can readily understand their meaning.

Anticipate To look forward to something.

Assumption Any judgement about a future

condition that will affect the plan. Assumptions are usually stated, so that others can understand how your

decisions are made.

Critical Factor Anything which places a limit

on a plan.

Evaluation A way of measuring if a

project is doing what it says it

will do.

Forecasting Estimating something in the

future.

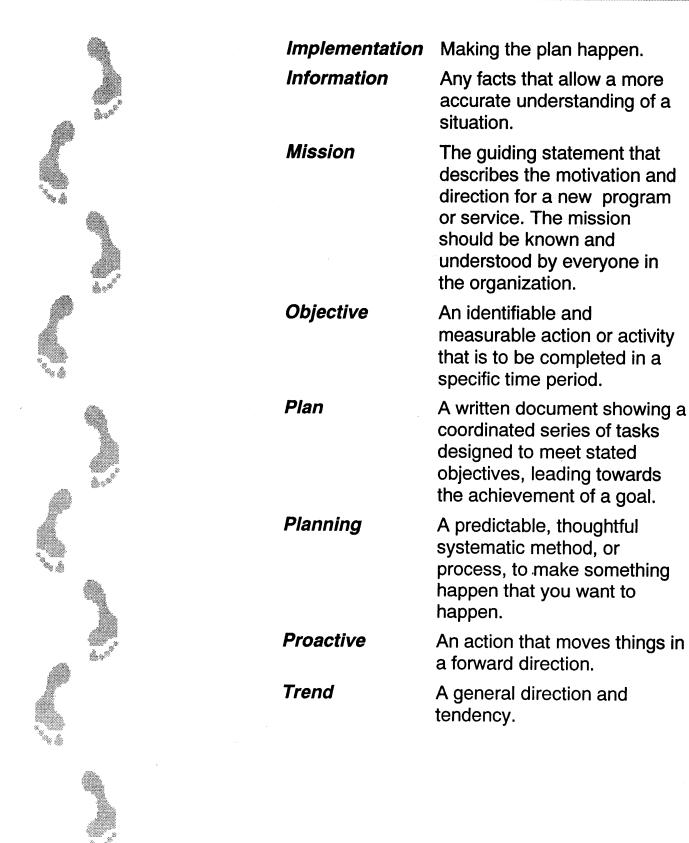
Goal A point towards which efforts

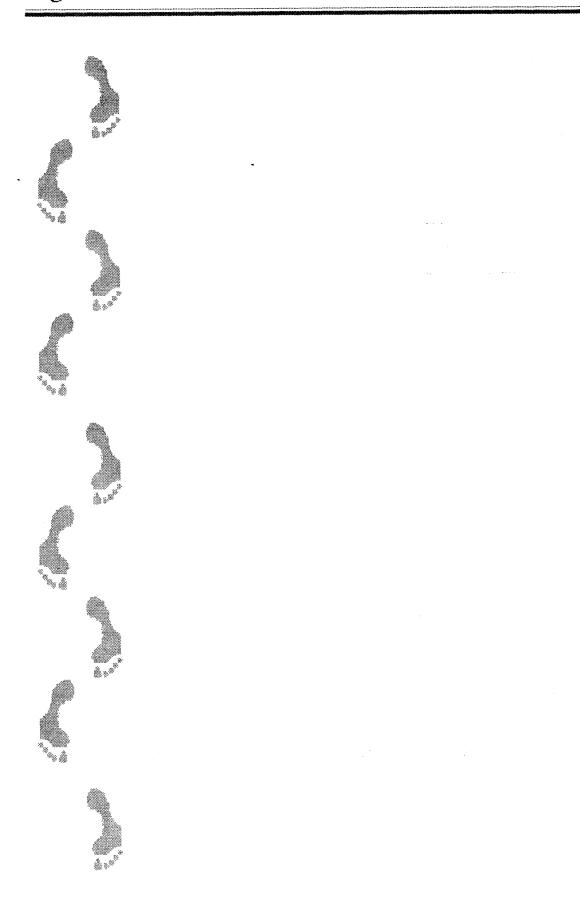
or ambitions are focused. A goal is usually a statement of

an ideal that will be

unachievable, for example "our goal is to make our drinking water absolutely

safe."







2

What is Planning...



Planning is a wise alternative to good luck!

We all do planning in our everyday lives: when we go to the store for groceries; when we go and visit relatives in another community or when we decide to buy a new television. All of these activities require you to think about what you need, look at your options, look at how much money you have and then make some final decisions.

Planning social and community services is much the same – only it is a little more formal and involves a lot more people.

We'll start with a definition:

Planning is a predictable, thoughtful and systematic method to make something happen that you want to happen.

Why we need to do planning

Planning is an important part of any community program because the process of planning helps communities focus their efforts to meet community needs. There are four major reasons to get involved in a planning process and prepare a plan:





1. To help take a proactive or preventive action

Your organization may see the need to respond to some expected future event and make sure that it is ready to meet the demand. It could also decide that it wants to prevent something from happening.

For Example:

You may work in the community and recognize that there are many young men and women going back to school and work. They have young children that will need child care but nothing exists in your community. You may want to plan the introduction of a child care centre to provide quality care for the children and support for the families. This is a proactive plan because it anticipates an unmet need before it is a crisis. It is a preventative plan because good quality child care provides a developmental advantage for all children.

2. To help plan for change

Change can occur very quickly, as in the event of a major catastrophe, or slowly as in the way that we all age. Being aware of change and being able to respond to change in an organized way can often mean the difference between success and failure.

For Example:

There is a sudden drop in funding to your program. No one knew that it would happen. One day you have \$100,000 to operate, the next day you are expected to provide your program with only \$75,000. What can you do? You can prepare a plan to address what are the most urgent needs, and to examine your financial and human resources.



This is an example of the need to plan for change. You can never predict when sudden change will occur but there is always a way through – by doing some planning.

3. To help up-date an already existing program

The reality of a program out-living its use to its clients is very real these days given the dynamic society in which we live.

For Example:

Your Nobody's Perfect program* has been in operation for 5 years and enrollment has been going down in recent months. You wonder why is this happening and what can you do about it.

By going into a planning process you can start to address some of the reasons for low enrollment and look at how you can better meet the needs of your clients.

4. To help plan for some new and emerging need

There are always new or emerging needs that become recognized in a community.

For Example:

Your community has a growing number of older people some of whom are becoming very dependent and beyond the capability of the family to care for. A community support service seems to be the way to go, but how will it work, who will manage it, and who will fund it, are all questions still to be answered.

By preparing a plan that addresses the needs of community elders in a respectful and culturally appropriate way, the community has control of what it wants to happen for its older people.

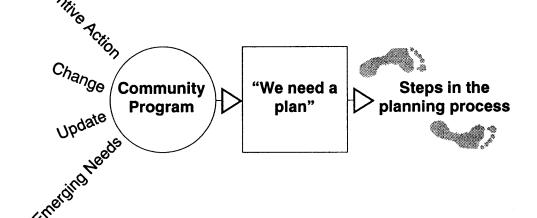
^{*} see bibliography on page 37



Where Planning Fits in the Life of a Program

You may be wondering when you should be considering doing some planning for your program.

Planning is needed at times of high activity like when there is a sudden change, a crisis, or a new program. Planning is also an on-going activity so that a program is constantly aware of its place relative to other programs.



Characteristics of a Good Plan

A good Plan:

- is clear and easy to understand
- is supported by everyone in the organization
- is based on accurate information
- identifies the responsibilities of staff including who coordinates, manages and delivers service
- shows when there will be periodic evaluation and feedback
- is flexible and able to change to meet new needs or new information



Summary of Chapter 2

- We all do planning in our everyday lives.
- A plan helps you be prepared for change.
- A plan can help you be proactive.
- A plan can help you develop preventative programs.
- Planning is an ongoing part of any organization.

Chapter 2 Worksheet

	nat is the definition of a plan?		
2. What is the definition of planning?			
pla	nat are the four reasons for preparing an?		
2.			
3.			



4. Can you think of any other reason to do planning?		
	·	
	ame 5 characteristics of a good plan.	
•		
2.		
3.		
4.		
5.		
•		

6. Discuss the plan you have in your organization with your supervisor to find out the reason it

was prepared.



3

WHO DOES THE PLANNING?



Planning skills

Almost as critical as deciding to prepare a plan (and therefore get involved in a planning process) is determining who will be responsible for planning.

Why is it so critical? Because planning does require some special skills. Among these skills are:

- An ability to think about the future in a clear way.
- Having some knowledge of the programs or services being planned.
- Understanding how to look at and recognize trends.
- Being able to write in a clear and concise way so that the plan is easy to understand.
- Knowing something about the funding and financing of services so that financial resources are part of the plan.
- Knowing something about how services are delivered so that human resources are part of the plan.

Once the person is chosen to do the planning people in the organization should be told who has this responsibility.

Here are the people who could prepare your plan.





1. An individual in the organization

One person who works in the organization may be asked to prepare a plan. This concentrates the responsibility on the one person, often ensuring that it will be done on time. It is important to make sure that the person consults with other people, both within the organization, and in the community.

2. A committee within the organization

Often an organization will strike a planning committee to prepare the plan. This ensures that there are many perspectives to the plan, but it can become cumbersome if there are many people, and many views.

The best approach for an organization is to have one individual responsible for the plan and to have a committee provide planning advice within specific timelines.

3. An outside consultant

In many cases people from outside an organization, skilled at helping others to plan, are hired. These are called consultants. Consultants assist in the development of a plan that is designed to work for your particular situation. In this arrangement you have the responsibility to tell the consultant all about your ideas. The consultant will:

- do the research
- prepare the documentation
- present you with different ideas about how you can meet your needs
- provide you with an estimate of the human resources
- prepare the budget for your program



- develop a timetable to implement the plan
- · set up an evaluation framework for later use

Remember, when you work with a consultant *you* are in control. You have the responsibility to say "yes" or "no" to all of the recommendations at every stage of the planning process.

Working with a consultant can provide you with several advantages:

- Ready-made planning and organization development skills and experience.
- Objectivity and fairness.
- A consideration of things that you might not otherwise include in your plan.
- Your plan will usually be completed by an agreed date, for an agreed consulting fee.



Summary of Chapter 3

- There are some very specific skills that you need to do planning.
- An individual in the organization can do planning.
- A committee within the organization can do planning.
- An outside consultant can do planning.

U.	napter 3 worksneet
1.	Name six special skills that you need to do planning.
	1
	2
	3
	4
	5
	6
2.	What is the advantage of having an individual in the organization do the planning?
3.	Name four things that outside consultants will do for you if they do the planning.
	1
	2
e we e	3.
	4
4.	Do you think that you have the special skills to prepare a plan for your agency? Yes No
	ليا ١٠٠٠



4

The Steps in Planning

In this book the planning process is described in ten steps. We describe each step by showing the kind of things you will be doing and where you arrive at the end of each step. Following each step is an example of what happened at the Little People's Child Care Centre. Below are the 10 steps, and where they lead.

- 1. Determining Need Results in a statement of need
- 2. Gathering Information

 Provides information on the demand for service
- 3. Analyzing Critical Factors
 Factors that will set limits to the plan
- 4. Problem Solving
 Solves the problems identified in critical factors
- 5. Preparing a Mission Statement Results in the mission statement
- 6. Writing Goals and Objectives

 Provides the goals and objectives of the plan



- 7. Identifying Tasks and Timelines
 Results in tasks, responsibilities and a
 timetable
- 8. Calculating a Budget Results in the capital and operating budgets
- 9. Preparing an Evaluation Plan Provides your program's evaluation plan
- 10. Preparing an Implementation Plan Results in the implementation plan

Step One in the Planning Process: Determining Need

A Statement of Need

In many cases this step can be called a needs assessment, which is a formal evaluation of some areas of unmet need. In other cases determining need can be based on what you already know.

How you can determine need:

- Conduct a formal needs assessment which asks questions about services and needs in your community.
- 2. Ask for comments from elders in your community about a particular need.
- 3. Identify any problems that have recently emerged in your community or your organization. Are they part of a trend?
- 4. Ask staff in your agency what they think about need for service.

Remember that this step is not necessary if you are planning for a crisis situation. You should take this step if you are planning a preventative action, because of change, because you want to update a program, or because of new or emerging needs.



For Example:

Little People's Child Care Centre: Statement of Need

A group of parents who are attending college upgrading courses have all had problems with finding dependable child care. Some of the parents hope to become child care workers themselves and know that a quality developmental program is of great benefit to children. All of the parents want a child care program that includes community elders and incorporates their own language curriculum into the program.

Step Two in the Planning Process: Gathering Information

Step Two in Information on the Demand for Service

In this step you will be looking for information that supports the statement of need. You gather and confirm information by asking and answering the following questions:

- 1. How many people will need the service?
- 2. Over what period of time will they need the service? Will it be for a few months or many years?
- 3. What type of service will people need?
- 4. Where can the service be delivered, in the person's own home, in a new building, in an existing office?
- 5. Does the community have qualified or experienced people to deliver the service?
- 6. What type of financial support can you get, from where and in what time frame?
- 7. How have other, similar, communities provided services?



To answer some of these questions you may need to organize community meetings or workshops, talk with other communities, or conduct a survey of the people who you think will need service.

Another way of answering these questions is to look at government reports or census reports that tell you about trends in services, and numbers of people.

Calling government offices, college libraries and other sources of statistical or population information might also help.

You need two views of the information that you gather. One is a big picture view that shows where your community is relative to others in your province or the country. The other view is a local one, at your community level. You need information from both perspectives.

For Example:

Little People's Child Care Centre: The Demand for Service

The parent group gathered some information. This is what they found.

- 1. There are 30 families that would use full-time child care if it were available, this would be for over 50 children in ages from 6 months to 6 years.
- 2. The child care service will be needed for at least the next ten years since there are so many young people on the reserve just entering their child bearing years. There is also a neighbouring reserve that needs these services.



- 3. A survey of parents showed that they need services from 6 am through to 10 pm due to class times.
- 4. There is no facility on the reserve that is suitable.
- 5. The community does have one qualified early childhood educator, there will be a need to encourage some people to take training.
- 6. The federal government has just announced a fund to provide child care facilities on the reserve.
- 7. A community in the central part of the province has a fully operational program and would be willing to share ideas.

Step Three in the Planning Process: Analyzing Critical Factors

Critical Factory Analysis

In this step you are looking at all of the factors that can affect the plans for your service. Put another way you will be identifying the factors that limit what you think is possible. There are two kinds of critical factors, ones that are internal to your organization, and ones that are external to your organization.





INTERNAL CRITICAL FACTORS (also called an organizational assessment)

These are the factors that you have some control over because they are internal to your organization. These are often thought of as the organization's *strengths* and *weaknesses*. Make a list of these because you will need to refer to them when you do the next steps of your plan. Examples of internal factors are: availability of staff who are qualified to provide a new service, or if there are physical facilities big enough to offer a new service.

EXTERNAL CRITICAL FACTORS (also called an environmental analysis)

These factors are those that are outside of your organization and over which you have no control. These are often thought of as *opportunities* and *challenges* to the organization. Some examples might be a change in government policy which affects the type of service you offer, or an agency that used to be competing for funds has decided to no longer provide competitive services.

It is wise to make a list of these factors and keep them in mind as you are doing the next steps in your plan.

For Example:

Little People's Child Care Centre: Critical Factor Analysis

As the community board starts to plan for the child care centre, the board holds a critical factors workshop. What they found is shown on the following page:



Internal Factors

Strengths

- The child care centre has a strong and committed community board.
- There is a group of community elders who are willing to work at the child care centre as volunteers, helping with crafts, story telling and food preparation each day.
- The Band has a piece of land located next to the school that would be perfect for the location of a child care centre so that brothers and sisters can meet at lunch time and recess.

Weaknesses

- There are no facilities on the reserve that would be adequate for over 60 children, and such a facility would be very costly.
- There is only one qualified child care worker on the reserve. She is interested in the job, but a number of additional staff will need basic training in child care.
- Some initial financial analysis shows that there will not be adequate funds to operate the program. Some new funding sources will need to be identified.



Opportunities

- The federal government has indicated that a capital budget to build a new facility will be available providing a formal application is made within the next 3 months.
- The provincial government has just announced willingness to fund some operating costs for a child care centre especially for infants and toddlers.
- The local college has just announced there are 10 additional seats in the Early Childhood Education program.

Challenges

- There is a new facility Regulation that the child care centre must meet, this means having more than one qualified staff.
- **Another First Nations** community in the area is also planning a child care facility and is applying for the same funds this agency is applying for.







Step Four in the Planning Process: Problem Solving

Problem Solving

The biggest opportunity of doing a critical factor analysis is that you can start to work on solving some of the problems that you identified.

You need to think about how you can overcome the weaknesses and the challenges to enable you to realize your plans.

The problem solving step is best accomplished by having people assigned to work on one problem, and then all coming back together with the group to share solutions. Most important is to do a reality check.

- In your critical factor analysis did you have more weaknesses than strengths, more challenges than opportunities? If you did then maybe you should ask are you being too ambitious.
- If there are challenges with funding, look at how you can form new partnerships to share resources, or make a joint proposal.
- Make sure that you are not duplicating service that may already exist in some other place.
- Or maybe there is another service provider, are they interested in changing their service so that they can meet your community's needs.
- Ask people in your network to help you solve your problems. Sometimes some other person has already had the same problem that you have, and found a solution.
- Network, network, network.



For Example:

Little People's Child Care Centre: Problem Solving

Once the weakness and challenges had been identified, the planning group assigned each one to a person to do some problem solving, and bring back the solutions to the next planning session. This is what they brought.

Jane's Problems

- Another First Nations community in the area is also planning a child care facility and is applying for the same funds this agency is applying for.
- Some initial financial analysis shows that there will not be adequate funds to operate the program. Some new funding sources will need to be identified.

Jane's Solution

 After finding out what the child care needs are in the other community Jane realizes that both will be duplicating the exact same service. Discussions with Band representatives show that there is some opportunity to pool resources all on one reserve. This will require transportation between Bands. A joint proposal from two Bands, to request funding from the Federal and Provincial governments, would show that there will be adequate operating resources if only one child care centre is created to serve the two communities.



Ed & Joe's Problem

 There are no facilities on the reserve that would be adequate for over 60 children and such a new facility would be very costly.

Ed & Joe's Solution

Ed and Joe know that everyone wants to build a new facility, but it will be very costly, and since there are no alternatives, what can they do! They find out that the community's own construction crew is involved in a trades training program, and is therefore able to take on construction projects at less than the going rate. In addition, the local saw mill has been looking for local projects that can showcase the use of local wood products and are willing to discount some of the cost if they can show the building as an example of their product. Construction costs may not be anywhere near as high as originally expected.

A group of men from the reserve say that they are willing to work on weekends as volunteer laborers to cut costs even more. Now Joe and Ed can see a realistic capital budget. One that they feel confident will show a significant community contribution to the project.



Tom's Problems

- There is only one qualified child care worker on the reserve. She is interested in the job, but a number of additional staff will need basic training in child care.
- There is a new facility Regulation that the child care centre must meet, this means having more than one qualified staff.

Tom's Solutions

 Tom approaches the local college to discuss how the Band can have some of their people trained. Since the basic qualification in child care is a 10 month course, some of which is a practicuum, Tom negotiates a co-op approach where 10 students are in the training program, but 5 of them at any one time, are doing their practicuum at the child care centre. After checking with the licensing requirements Tom is told that the staff who are doing their practicuum would be considered "qualified" for a maximum of 6 months.

There is a solution to the staffing problem, but it took 8 phone calls, 4 meetings and a report to negotiate Tom's solution.



Step Five in the Planning Process: Preparing a Mission Statement

Mission Statement

A mission statement is a brief statement of your organization's role and purpose. It is necessary to update the mission statement every few years just to make sure that the mission reflects the service you provide or wish to provide.

A mission statement contains three things:

- · It describes the organization's line of business
- · It describes who the organization will serve
- It describes the community "good" that it is organized to achieve

It is important to use the mission statement as a touchstone and guide for all of the organization's activities.

For Example:

Little People's Child Care Centre: Mission Statement

Because we believe that our children deserve the finest start in life, the mission of the Little People's Child Care Centre is to enhance the self esteem and advance the developmental opportunities of infants, toddlers and pre-school children in the community by providing an accessible, affordable and quality child care program which reflects the cultural values of our people.

Step Six in the Planning Process: Writing Goals and Objectives

Goals and Objectives

Preparing goals and objectives is the next step in the planning process.

Goals: are broad statements of purpose and give direction to an agency or organization. Goals encourage creativity and initiative. They are usually set by the board and reflect a desired end state.



For Example:

Little People's Child Care Centre: Goals

- 1. To assist parents who are attending training college or going to work, and who have young children, by providing a quality child care program in the community.
- 2. To develop a child care program which addresses the physical, mental, social and emotional growth and development of children from birth to 6 years of age.
- 3. To incorporate the band's cultural heritage into the child care program by including music, drama, cooking, story telling and traditional prayers and teachings from our culture.
- 4. To develop a financially responsible operation for the child care program.

Objectives: are specific and measurable activities that are stated in a time limited way. Objectives are usually set so that they can be accomplished in a year. They are also reviewed at the end of the year to determine how well they are being accomplished. Objectives are always associated with goals.

For Example:

Little People's Child Care Centre: Objectives

1.1 To write a proposal to the Federal and provincial governments for capital funds for the building of a new stand alone child care centre to be located near the Band school. Which will serve two Bands. Prepared in the next 2 months.



- 1.2 To design and construct a new child care program building within the next 8 months, using a community construction crew and volunteer labour.
- 1.3 To provide child care for up to 50 children operating from 6:00 am to 10:00 pm within the 11 months.
- 2.1 To hire an early childhood educator as the program supervisor 3 months before the program opens, who will be responsible for recruitment and training of staff and program development.
- 2.2 To identify 10 people who are interested in registering for the child care training program.
- 3.1 To prepare in the next 3 months a developmentally appropriate child care program that meets the licensing requirements of the province.
- 3.2 To identify at least 10 elders in each Band who are willing to be volunteers with the program and to gather all of the cultural artifacts, myths and stories so that they can become part of the child care program, within the next 6 months.
- 4.1 To identify the various sources of operating funds for the child care program within the next 3 months.
- 4.2 To develop an operating budget that will be balanced, and retire any debt by the end of the third year of operation.



Step Seven in the Planning Process: Identifying Tasks and Timelines

Tasks and Timelines

Identifying tasks is the job where you look at the goals and objectives and decide who will do what tasks to make sure that the objective are reached. Tasks, sometimes called Action Steps, always have a target date and identify who is responsible for the task. List of tasks have to be written for each objective until all the objectives are delegated to people.

For Example:

Little People's Child Care Centre: Tasks

Objective 1.1 To write a proposal to the Federal and provincial governments for capital funds for the building of a new stand alone child care centre to be located near the Band school which will serve two Bands. Prepared in the next 2 months.

Start date is July 1, 1995

	Tasks	Date	Person Responsible
1.	Contact the two levels of government to find out what is required in the proposal.	July 7	Jane
2.	Research the physical requirements of a child care program.	July 30	Jane and Joe
3.	Discuss placing the facility near the school with Band Council and school principal, in particular to address security issues and site services (water, electricity, etc.)	Aug 5	Tom and Ed
4.	Identify the cost of transportation between the two communities, and the implications.	Aug 5	Ed
5.	Write the proposal and review it with the Board. Then submit to the federal and provincial governments as a joint		
	proposal.	Aug 31	Jane and Ed



Step Eight in the Planning Process: Calculating a Budget

Capital and Operating Budgets

This step will require that people who know something about budget preparation be involved. There are three types of budgets that programs and services may require.

CAPITAL BUDGET

This is the budget that tells you how much funds will be required to either build a new building or renovate an existing one. In some instances a new program will not require new facilities so this kind of budget will not be necessary. If it is a big project, especially a new building, it is wise to have the input of an architect and/or quantity surveyor to estimate the cost. If it is a small renovation you may know someone who will do the project for a certain budget, or you can ask a contractor how much the renovation would cost. A capital budget will also include funds to purchase furniture, equipment and special technology.

START-UP BUDGET

This kind of budget shows the one-time only costs associated with starting a new program or service. Such things as telephone hook-up, initial supplies, or payroll costs for staff training and orientation are included.

OPERATING BUDGET

This budget is for the on-going, month-by-month and annual operation of the program. It usually covers the cost of payroll, supplies, utilities, rent or mortgage payments, equipment rental, travel and other costs associated with the program's operation.



For Example:

Little People's Child Care Centre: Start-up Budget

Outdoor playground	20,000
Toys, furniture and equipment (not built in)	8,000
Supplies	2,000
Telephone hook-up	600
Total	\$ 30,600



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Salaries	193,364
Benefits	13,760
Professional development	2,000
Program and food	9,200
Utilities	2,000
Repairs and maintenance	2,500
Office	3,000
Accounting	1,950
Insurance	2,800
Transportation	2.000

Total Expenses	<i>\$232,574</i>
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the
Planning
Process:
Preparing
an
Evaluation
Plan

Preparing an evaluation plan is an important part of any planning process because an evaluation will let you know how well your program is doing. An evaluation will look at the process of your program and at the outcome of your program. You can refer to *How About ... Evaluation** to give you some specific guidance on this subject.



^{*} see bibliography on page 37





Little People's Child Care Centre: Evaluation Plan

The Board decided that the best evaluation would be to find out from parents who used the child care centre how the service was helping support them in school and work. They decided that after 6 months of full operation the program supervisor would do two things:

- 1. Send out a survey to parents asking them about their satisfaction with the program.
- 2. Have group meeting with the staff and the Band elders who worked as volunteers to find out what they thought about how the program was working.

This became the program's evaluation plan, and guided the program supervisor in what she should be doing in those first six months about evaluation.

Step Ten in the Planning

Process:

Preparing an comprehensive of Implementation plan will contain:

Plan

Step Ten in the Implementation Plan

This final step is where you pull all of the work from the first 9 steps together into one comprehensive document. An implementation plan will contain:

- 1. A Statement of Need
- 2. Information on Demand for Service
- 3. Critical Factor Analysis
- 4. Problem Solving
- 5. A Mission Statement
- 6. Goals and Objectives
- 7. Tasks, Responsibilities and Timetable
- 8. Capital and Operating Budgets
- 9. Evaluation Plan







The implementation plan should describe who is responsible for what tasks, over what time and at what overall costs.

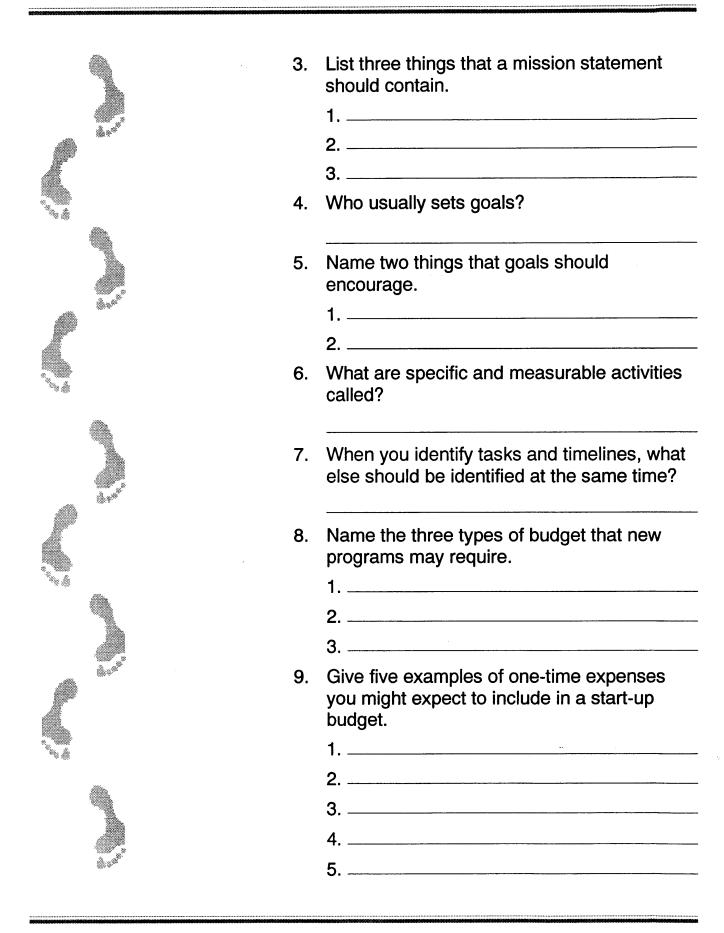
If you do the necessary planning, take these steps carefully and thoughtfully, you will have a good, clear comprehensive plan. One that you can use to guide you and your organization, and you can use to show your funders and clients that *you* know what you intend to do.

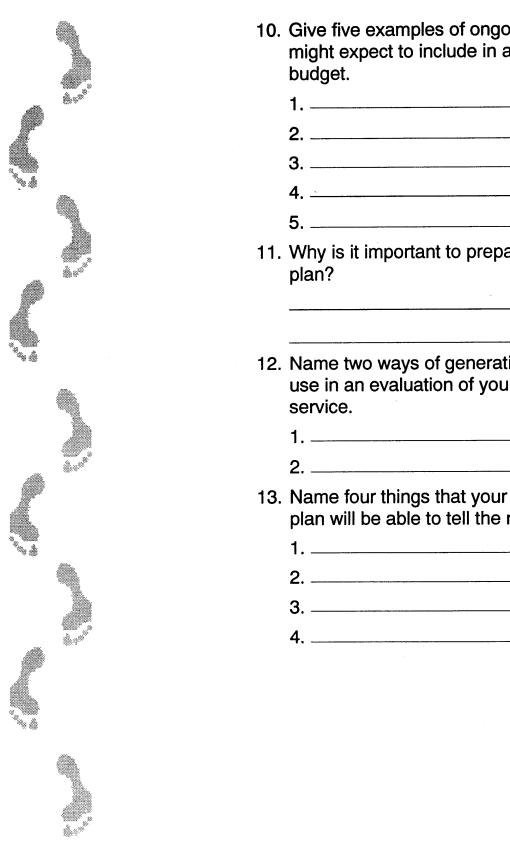


Summary of Chapter 4

- Each step in planning allows you to proceed to the next
- It is risky, if not impossible, to skip steps: your information will not be complete
- Planning touches every aspect of the program

<i>UI</i>	napter 4 worksneet
1.	Name the 10 steps described in the planning process.
	1
	2
	3
	4
	5
	6
	7
	8
	9
2.	Name 5 places that you can find planning information.
	1
	2
	3.
	4
	5





U.	might expect to include in an operating budget.						
	1.						
	2						
	3						
	4						
	5						
1.	Why is it important to prepare an evaluation plan?						
2.	Name two ways of generating information for use in an evaluation of your program or service.						
	1.						
	2						
3.	Name four things that your implementation plan will be able to tell the reader.						
	1.						
	2						
	3						
	4						

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