

USHJA POLICY STATEMENT

Subject: Program Planning, Development, and Implementation

Policy Number: GA106

Date of Board Adoption: September 12, 2011

Board Approved Effective Date: September 12, 2011

- We want to encourage individuals to feel comfortable bringing their ideas forward and then providing staff input and assistance to help with an initial assessment of the program's "fit" and "feasibility" before further program development.
- Once a program has met the initial test of being a potentially good fit for the organization, a thorough program proposal should be developed utilizing the already adopted Program Planning Guide.
- All programs requiring the expenditure of Association resources are subject to the final approval of the Executive Committee and Executive Director. The Executive Director has the full authority of the Board to manage the organization, including the responsibility of adhering to the Board approved budget. The Executive Director makes all final decisions regarding committee expenditures within the Board approved Budget. All committee chairs will be provided with the accounting information relevant to their program, so that they can help manage the program's budget within the Board approved boundaries.
- All programs will be announced and initiated as "pilot programs" and will have a three year period in which to meet the stated objectives, benchmarks and budgetary goals. Each program will be reviewed annually.
- In advance of approval and implementation, all new programs requiring significant financial resources for implementation will be expected to have provided the Association the funds necessary to sustain the program through the 3 pilot years of the program.

USHJA COMMITTEE PROGRAM PLANNING

This planning guide is a required tool for all USHJA committees to use as they consider the creation or modifications of programs. *All new and modified programs if approved by the Board of Directors will be approved on a pilot basis of three (3) years, at which time the program will be evaluated for continuation, modification, or dissolution.*

This planning guide is designed to assist the committee in determining if a program will help the organization fulfill its mission and serve its constituents, as well as the cost of both human and economic resources and the feasibility of implementation.

Program proposals submitted to the Board of Directors for consideration must address the following topics:

1. How would you describe your program? Provide your big picture vision and the purpose of your completed endeavor.
2. What are your Goals? (The What) What are your objectives? (The How)
3. A goal might be that visitors to the USHJA website will easily be able to find the information they are seeking.
4. Objectives to support this goal might include: all major programs will be immediately accessible from the home page, every program will have a colorful and informative brochure as a downloadable PDF on the program’s front page and it will take no more than three clicks to find any piece of program information.
5. Who will benefit from your program? Define your target audience. Be sure to include all constituents who will be impacted and consider what percentage of our overall membership this program will benefit.
6. Will you be creating any products and/or will you be providing any services?
7. What is the program timeline for development and implementation?
8. Will you have an incremental implementation process or a pilot program?
9. Are there any critical milestones within your implementation phases?
10. Will you need specific information, advice, special systems, equipment or tools?
11. How will responsibilities be divided between volunteers and staff? It is extremely important that you consider what responsibilities will be handled by volunteers and those that will be passed on to staff.
12. What are the costs (capital, human, ongoing) for successful implementation and how will these be paid?
13. Will the program generate revenue and become budget neutral or show a profit?
14. Will the program require sponsors to be sustainable?
15. How will you evaluate success?
16. How might your program evolve over time?
17. What potential risks should you plan to manage?

Attached are two resources to assist committees with creating and amending programs.

- USHJA Program Planning Guide Checklist
- USHJA Program Amendment Checklist

USHJA PROGRAM PLANNING GUIDE CHECKLIST

Task	Completed	Not Completed
Have you thoroughly described the vision, purpose and scope of your program (The Why)?		
Have you outlined your goals (The What) for the 3 year pilot?		
Have you stated quantifiable objectives for the 3 year pilot? (The How)		

Have you defined your target audience including all of the constituents that will benefit from your proposed program?		
Have you researched the need to justify the development and establishment of this program?		
Have you outlined in detail any products or services that are a component of your proposed program?		
Have you created a realistic implementation timeline and plan to pilot and evaluate the program?		
Have you clearly outlined the volunteer responsibilities for implementation?		
Have you clearly outlined the staff responsibilities for implementation?		
Have you created a program budget?		
Have you identified a revenue source to support the program during the 3 pilot years?		
Have you identified IT services and associated costs that are required for program implementation?		
Have you established benchmarks and a timeline in which the program will be evaluated for success?		
Have you established a timeline for reporting benchmarks and evaluation findings to your oversight committee?		
Have any potential risks associated with the program been identified and addressed?		
Has the program budget been reviewed by staff?		
Have the Communications, Sponsorship/Advertisement, Awards, Arts and Graphic Departments been engaged to discuss related risks and opportunities?		
Has the program proposal been reviewed by legal?		
Has the program proposal been approved by the Executive Committee or Board of Directors?		

USHJA Program Modification(s): Development, Planning, Management Checklist

Task	Completed	Not Completed
Have you evaluated the Program against the initial benchmarks to evaluate the program's success?		
Have you surveyed your target audience and all program constituents to determine if the areas in which the program has been successful or may need improvement?		
Have you determined if your initial goals and objectives are still appropriate for the program?		
Have you evaluated the program's financials to determine if budget objectives have been met? Exceeded? Need re-evaluation?		
Have you determined if your program's administrative needs have diminished? Remained constant? Increased?		
Have you created a realistic implementation timeline for planned changes?		
Have you identified how the suggested changes will impact: budget, participants, sponsors, volunteers, staff?		
Have you identified any new IT services and associated costs that are required to implement the proposed program changes?		
Have any potential risks associated with the proposed program changes been identified and addressed?		
Have you developed a three year strategic plan for the next step in the program's evolution?		
Has the modified/new program budget incorporating proposed changes been established?		
Have the Communications, Sponsorship/Advertisement, Awards, Arts and Graphic Departments been engaged to discuss related risks and opportunities?		
Has the proposed changes for the program been reviewed by legal?		
Has the program proposal been approved by the Executive Committee or Board of Directors?		