

# **Business Retention & Expansion**

## **Introduction to Program Planning**

# Is Program Planning Important?

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- As the region's economic development professional, why would you be interested in planning for a BR&E Visitation Program ?
- What factors would you need to consider in planning this type of program?
- Would program planning have any impact on the success of the program?
- What stakeholders would be interested in a comprehensive plan?

# Program Planning Components

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- Utility – What issues would be useful to you and your stakeholders?
- Feasibility – How practical is it to actually conduct this type of program?
- Propriety – Do your stakeholders (businesses and champions) think that the planning process adds to the value of the program?
- Accuracy – How can you improve the accuracy of the information gleaned from conducting the program?

# Utility

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- **State your purpose clearly** – Describe the reasons you are implementing this type of program
- **Consider your audience(s)** – Describe the program's stakeholders and the type of information they would find useful credible
- **Communicate your findings** – Part of the program planning process involves developing a plan to share information and increasing the chances that the information will be used
- **Provide value to stakeholders** – Draw a connection between the program and how it enhances the economic/social environment of the region. Does it provide new information or confirm previous information?

# Feasibility

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- **Show practicality** – Demonstrate that the program can be implemented given existing costs, resources, and the region's environment
- **Consider political viability** – Predict political contingencies or consequences that might affect the program's implementation or the misuse of its results
- **Calculate costs relative to benefits** – Determine whether the value of the program's outputs **AND OUTCOMES** can be justified with regard to its costs

# Propriety

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- **Respect people and their rights** – demonstrate honesty, ethical practice, and respect for human dignity in the choice of program methodology and result use
- **Disclose findings properly** – Develop a plan for the effective communication of findings to the persons involved in or affected by the program
- **Assess completely and fairly** – Examine the strengths and weaknesses of the BR&E program – enhance the strengths and mitigate weaknesses to the extent possible

# Accuracy

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- **Describe the program's implementation** – Document the program clearly
- **Explain implementation and evaluation procedures** – Describe all program components in detail so that the program can be replicated – either by yourself or your successors
- **Demonstrate defensible information sources** – How will program information be gathered – primary and secondary sources
- **Ensure valid and reliable information** – Describe the sources of information in detail so that appropriateness can be determined

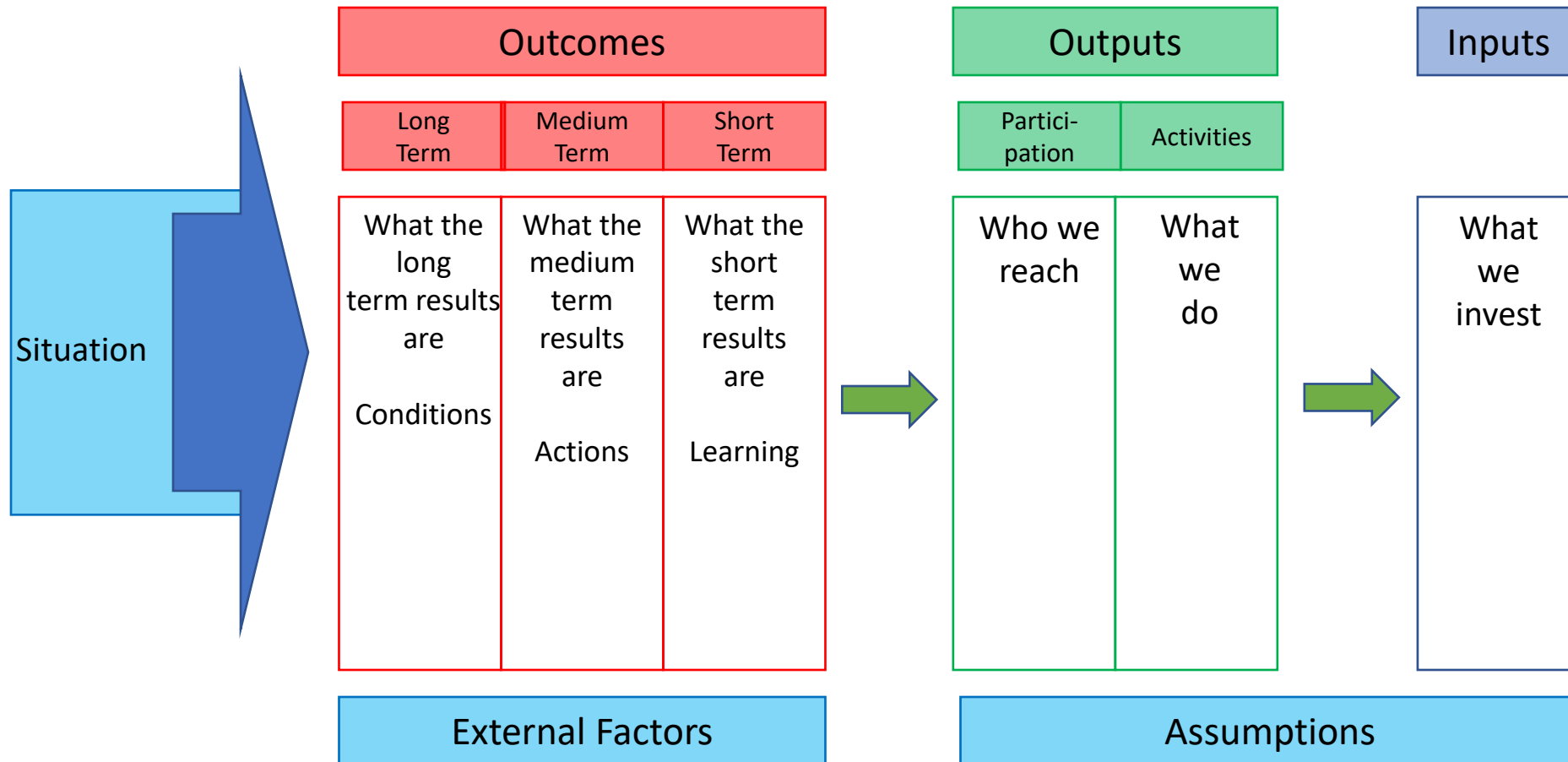
# Program Planning Structure

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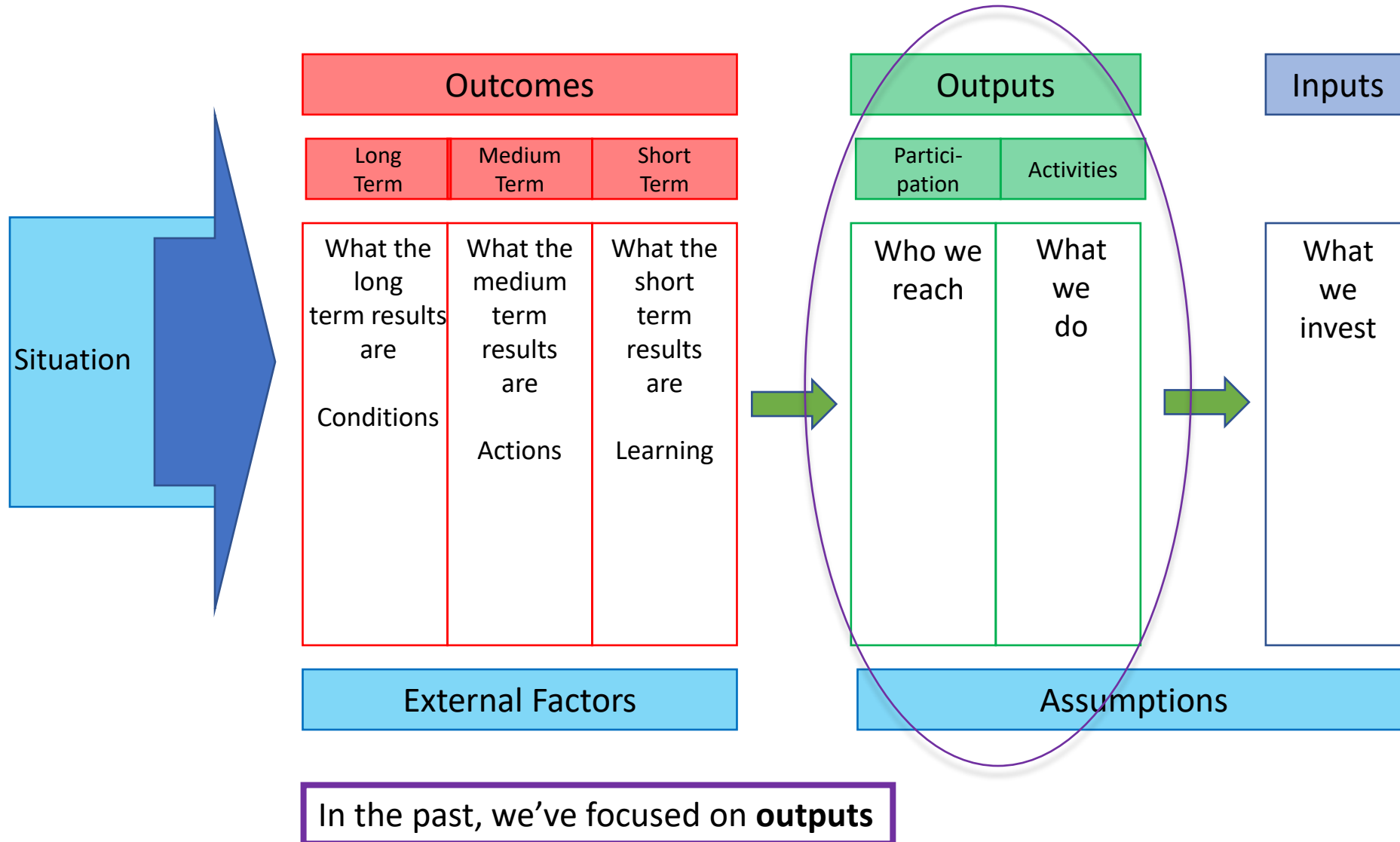
- The logic model is a picture of a program that is implemented in response to a given situation (environment)
- Demonstrates the logical relationships that take place among the:
  - Benefits or changes (outcomes) that may result
  - Activities (outputs) that take place
  - Resources (inputs) that are invested
- Provides an underlying rationale of the program or initiative
- Core of program planning, evaluation, program management, and communications
- <http://www.uwex.edu/ces/pdande/evaluation/evallogicmodel.html>



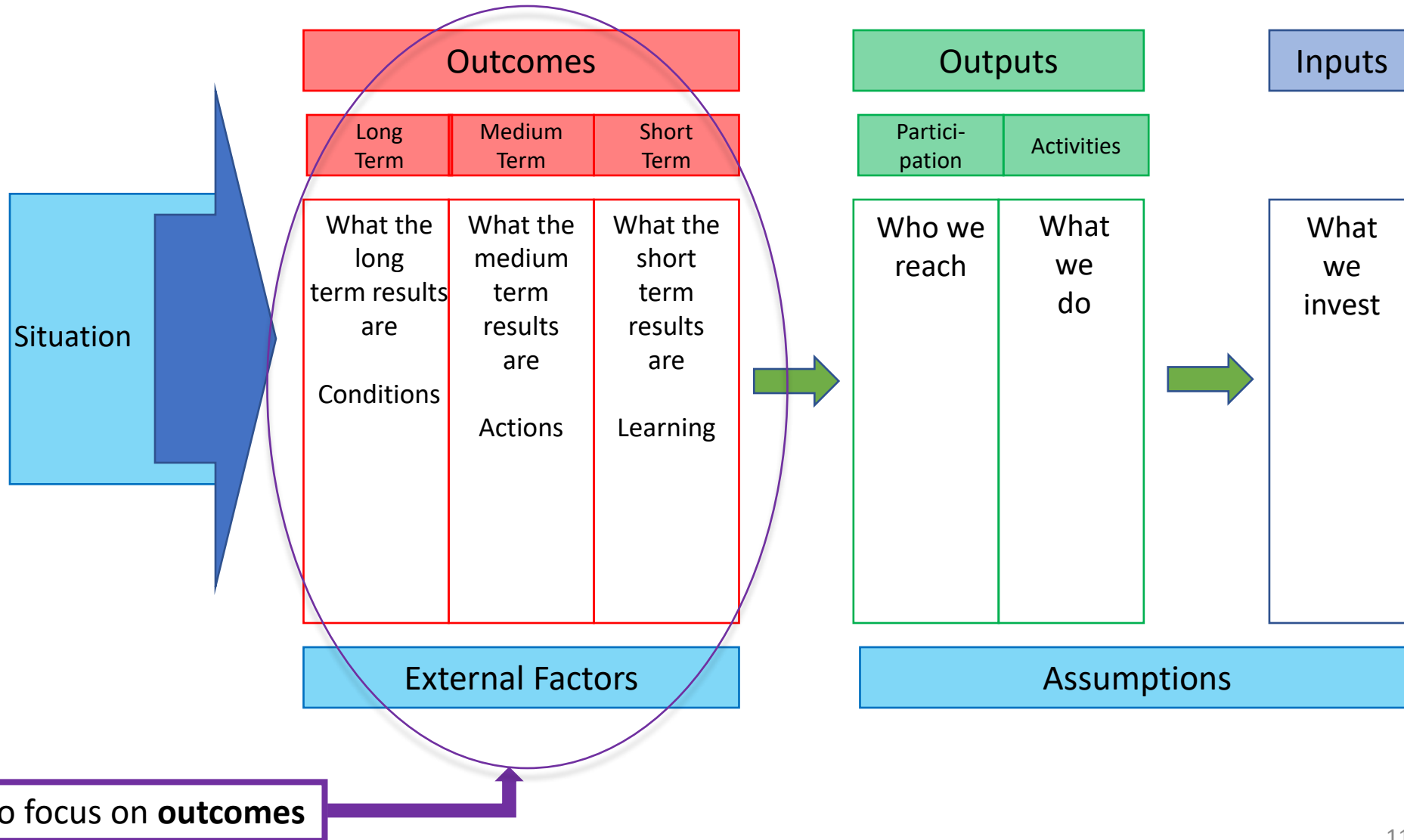
# Logic Model Overview



# Logic Model Overview



# Logic Model Overview



# SMART Goals

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- S – specific/measurable
- M – motivating
- A – attainable
- R – relevant/rigorous
- T – time bound/trackable

# Goals – Specific/Measurable

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- Goals should address specific issues; over generalized, vague goals have no place in the program
- Einstein said that everything that can be measured doesn't count and everything that counts can't be measured
- However, in evaluating an economic development program, what can't be counted or measured doesn't count

# Goals – Motivating

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- Goals adopted by the BR&E program should be of interest to the Stakeholders, the program's Management and Operations Teams, the Action and Response Teams, and the general community
- If these interested parties don't feel that the goals and strategies identified in the program aren't of interest to them, there would be little interest in following through by the persons charged with implementing the goals

# Goals – Attainable

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- While the goals adopted by the program should not be all “low hanging fruit,” they should be able to be achieved by the persons working with the program
- Continuous adoption of goals that are unattainable discourages participants and leaves the community and stakeholders wondering if the mission of the program is realistic

# Goals – Relevant/Rigorous

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- In order for the community and the stakeholders to remain committed to the BR&E program, the goals adopted by the program must be relevant to the issues faced by the community's businesses
- Do not solely depend on goals that are easily achieved. While these types of goals can provide some early motivation for the program, solely relying on easily achievable goals can oversimplify the program



# Goals – Time bound/Trackable

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- While the BR&E program is not an effort that can usually be fully realized in a short time, goals that have an extremely long time frame to completion can discourage the teams and stakeholders
  - Break these types of goals up into smaller, manageable pieces that can be grasped
- Program evaluation methods focus on goals that can be measured or are trackable. This type of focus allows stakeholders and the general community to monitor the progress of the program and its effectiveness.

# Questions

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