Pillar Nonprofit Network

Development of a Sustainability Plan for Professional Development Program

Phase Two: Business Plan for the Professional Development Program

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Purpose of Phase Two

The overall objective of this project is to create a Sustainability Plan for the Professional Development Program at Pillar Nonprofit Network (Pillar).   This includes a full evaluation of the Professional Development Program at Pillar from the past 2 years, including a financial review of the program and the development of a comprehensive marketing strategy to promote education and events for Pillar.

This report focuses on phase two of the project which is the development of a business plan for Pillar's Professional Development Program.

Priorities and Goals

As a result of phase one of this project, a number of priorities and goals were identified for the Professional Development Program. The following table delineates these priorities and goals with the associated timelines. Note: This Business Plan is a 3 year plan (2010 to 2012).

Priorities	Goals	Timelines	Comments
Purpose of the Professional Development Program	Establish a clear purpose and objectives for the Professional Development Program ■ This may take the form of a Program Logic Model ■ Identify the niche Pillar serves (the value proposition) for the Professional Development Program ■ Ensure that Pillar continues to be seen as the "organization of choice" for professional development events for nonprofits	2010	Purpose and niche of the Professional Development Program are presented in this Business Plan
Program Enhancements	Set an annual professional development agenda which includes a number of courses offered each year and includes the flexibility for an organic process to identify emerging topics for the nonprofit sector	2010	General areas for the annual professional development agenda are presented in this Business Plan

Priorities	Goals	Timelines	Comments
	Explore the use of e-learning and technology to expand the Professional Development Program and to be cutting edge in this area	2012	
	Explore the use of coaching/ mentoring as a new learning format to be employed in the Professional Development Program	2012	
	Develop a blended learning program which offers a mix of in-person and e-learning options to nonprofits	2012	
	Continue to offer a mix of half day and full day workshops, with the focus on half day workshops	2010 to 2012	This is included in the annual professional development agenda
	Explore developing a continuing series of workshops offered and priced as a package. Conduct further research on interest in topics, demand, price point, potential partnerships and sponsorships	2011	2 different series will be developed: ▪ ED or nonprofit leader Boot Camp ▪ Board Governance
Resources and Revenues	Establish a set differential in rates for members and non-members. As part of this, explore having a set rate for half day and a set rate for full day workshops	2010	Actions are identified in this Business Plan (30% differential between member and non-member rates and set rates for 2011 half and full day events)
	Explore the establishment of private sector sponsors for the Professional Development Program	2011	
	Continue to identify and nurture partnerships for the provision of events in the Professional Development Program that are in alignment with the Collaboration Policy Framework	2010 to 2012	
	Develop a business case for resources to staff the Professional Development Program	2010	Scenarios for financial sustainability of the Professional Development Program were developed and the recommended scenario is presented in this Business Plan

Priorities	Goals	Timelines	Comments
	Explore the use of volunteers and other alternative means to assist with registration at large professional development events	2010	Actions underway are identified in this Business Plan
Efficiencies	Review and revise the current evaluation tools to include questions such as, "How did you hear about this event? Was the level of information presented adequate? Are there other formats in which you would like to learn more about this topic?"	2010	A revised evaluation tool is included in this Business Plan
	Review administrative efficiencies and items in the program, including: charging a cancellation fee; offering on-line registration for events; and, defining the level of each workshop	2010	Actions underway are identified in this Business Plan
	Develop tools to assist with the development of the Professional Development Program's annual budget	2010	Tools are presented in this Business Plan
	Develop tools to monitor the budget and actuals of the Professional Development Program	2010	Tools are presented in this Business Plan
Marketing	Look at refining the current marketing strategy for the Professional Development Program to focus on those strategies that are having the most impact, to marketing to the wider, potential market and to increasing the number of non-members attending events	2011	
	Explore expanding the current reach of the Professional Development Program by marketing to and serving a broader geographic area (for example: Oxford, Elgin, Middlesex and Perth Counties, etc.)	2011	
	Develop an e-marketing strategy for the Professional Development Program	2011	

Each of the 2010 goals are explored in more depth and actions identified in the following sections of the Business Plan.

Purpose of the Professional Development Program

The purpose of Pillar's Professional Development Program is:

To provide affordable learning opportunities relevant to the nonprofit sector that ignite new ideas, share best practices and promote collaboration and inclusiveness.

Pillar's role in professional development is to:

- Deliver professional development
- Connect members to other organization's professional development events (resource for nonprofit professional development)
- Partner with other organizations who have expertise in a content area to add the nonprofit lens to the content

Many organizations and individuals provide professional development and learning opportunities in the London/Middlesex area. In terms of niche, Pillar provides value in the area of professional development by offering:

- Nonprofit lens on topics
- Current trends/innovation
- Affordable series of core topics at different levels
- Networking

Annual Professional Development Agenda

Each year, a professional development opportunity will be offered in each of the following areas:

- Fund Development (half day)
- Communications and Marketing (half day)
- Leadership (half day)
- People Management (half day)
- Financial Management (half day)
- Social Innovation (shared service, social enterprise, social media) (half day)

In addition to these opportunities, Networking Events (2 per year at 2 hours each), Executive Director Breakfasts (3 per year at 2 hours each) and the Foundation Forum (full day) will be offered each year.

Current professional development events by month are:

January	
February	
March	Executive Director Breakfast
April	AGM/Networking Event
May	
June	Executive Director Breakfast
July	
August	
September	
October	Executive Director Breakfast Foundation Forum
November	Innovation Awards
December	Networking Event

A minimum of 12 half day events, one full day event (Foundation Forum) and 3 Executive Director Breakfasts will be offered each year as part of the professional development agenda.

Planning for the annual professional development agenda will occur 2 times per year and will result in a Professional Development brochure. The Winter/Spring Brochure will detail offerings for the January to June time period (released in November) and the Summer/Fall Brochure will detail offerings for the July to December time period (released in April).

Actions Required:

- Develop a template and branding for the bi-annual Professional Development Brochure and release the brochure in April and November each year
- Plan the professional development agenda 2 times per year

Rates for the Professional Development Program

Based on the phase one report of this project, it is unclear as to how the differential between the member and non-member rate is made. The differential ranges from 0.0% for free events to non-members paying 66.7% more for other events (member rate of $30.00 and non-member rate of $50.00). In 2009, Pillar moved to a set differential of an additional 20% for non-members. In terms of rate increases, there has been no increase in the cost of professional development events offered by Pillar from 2007 to 2009 and rates have been set on an event by event basis.

Half Day Events (less than 5 hours)
For a half day event, Pillar's rates for a member range from free to $65.00 and for a non-member range from free to $75.00.

The following table shows the average member and non-member rates for half day events for the years 2008 to 2010.

Year	Average Member Rate	Average Non-Member Rate
2008	$21.67	$25.00
2009	$27.78	$38.89
2010	$43.75	$52.50

Nonprofit organizations who responded to the on-line survey were asked how much their organization can afford to spend per person for a half day professional development opportunity. The majority of respondents (47.5%) said that their organization could afford to pay between $30 and $50 for a half day professional development opportunity and 25.0% of respondents said that their organization could afford to pay between $51 and $75.

Based on 2009 figures, the average expense per attendee at half day events was $28.42.

Actions Required:

- Establish a set member and non-member rate for all half day events
- Establish the 2011 half day member rate at $50.00
- Establish the 2011 half day non-member rate at $65.00 (30% higher than the member rate)
- Review the half day rates each year to see if adjustments are required

Full Day Events (over 5 hours)
For a full day event, Pillar's rates for a member range from free to $100.00 and for a non-member range from free to $150.00.

The following table shows the average member and non-member rates for full day events for the years 2008 and 2009.

Year	Average Member Rate	Average Non-Member Rate
2008	$75.00	$90.00
2009	$100.00	$141.67

Actions Required:

- Establish a set member and non-member rate for all full day events
- Establish the 2011 half day member rate at $100.00
- Establish the 2011 half day non-member rate at $130.00 (30% higher than the member rate)
- Review the full day rates each year to see if adjustments are required

Executive Director Breakfasts (2 hour event)
3 Executive Director Breakfast events are held each year. Typically, the events are held in March, June and October. The history of rates charged for this 2 hour event are:

Year	Average Member Rate	Average Non-Member Rate
2007	$30.00	$35.00
2008	$30.00	$35.00
2009	$30.00	$35.00
2010	$35.00	$40.00

In 2010, the member rate increased from $30.00 to $35.00 (an increase of 16.7%) and the non-member rate increased from $35.00 to $40.00 (an increase of 14.3%).

- On average, 43 people attend each event (51.2% are members, 41.9% are non-members and 7% are other)
- In 2010, the proportion of members to non-members attending these events has increased, with approximately 85% of attendees being members. This will affect the net income generated from these events as the rate for members is lower than that for non-members
- The average expense per attendee is $22.06
- Citi sponsors each of these events at $1,000.00 each

- The average net income per Executive Director Breakfast is $1,367.94 (2007 – 2010)
- In 2008, the net income from these 3 events was $3,977.50
- In 2009, the net income from these 3 events was $3,628.50

Actions Required:

- Review the provision of the Executive Director Breakfast in June. June attendance in 2009 (13 attendees) and 2010 (20 attendees) was more than 50% lower than the average attendance (43 attendees)
- Maintain the 2011 member rate for Executive Director Breakfasts at $35.00
- Establish the 2011 non-member rate for Executive Director Breakfasts at $45.00 (30% higher than the member rate)

Attendance at Professional Development Events

Pillar offers a large number of professional development events each year. In the last 3 years the number of events has ranged from 24 to 30 per year.

The average attendance at professional development events has remained fairly stable in 2008 (39.5 people per event) and 2009 (38.25 people per event), with average attendance increasing 19.7% from 2007 to 2009 (see the table below for further details).

Year	# of Workshops	# of Attendees	Average Attendees/Event	Membership
2007	26*	799	30.7	121
2008	30	1,186	39.5	166
2009	24	918	38.25	193

* Note: Number includes 10 Board Diversity workshops

Pillar's current membership numbers 193. The following points describe Pilllar's reach in terms of current marketing for professional development events:

- 430 organizations are on Pillar's e-mail distribution list (a total of 690 e-mail addresses are on this list as there is more than one contact at some organizations)
- 175 organizations and 23 individual members receive Pillar's newsletter
- 171 Facebook fans
- 235 Twitter followers

Based on a new database of nonprofits in the London and Middlesex area, there are 754 nonprofits who are in Pillar's potential market for professional development events. 68.7% of these nonprofits are in London and 31.3% are in the surrounding area. This is a large market for Pillar's professional development events and is an increase of 75% from the current organizations receiving information about Pillar's professional development events.

Actions Required:

- Set targets for attendance at professional development events in the years 2011 and 2012 based on the outcomes of a dedicated marketing strategy to a broader audience (phase three of the project)
- Set a target of a 10% increase over base in 2011 (base is 2009)
- Set a target of a 25% increase over base in 2012

Financial Sustainability of the Professional Development Program

In 2009, the Professional Development Program generated approximately $20,524.00[1] in net income for Pillar (see tables below for further details). Of note:
- The average expenses per event are higher than the average ticket revenue per event for half day and full day programs
- Sponsorship is generating the revenue for these programs

2009	Half Day Events	Full Day Events
# of Events	12	2
Average # of Attendees/Event	30	36
Members	22	22.5
Non-Members	5	5.5
Other	3	8
Average Rate/Event		
Members	$27.92	$87.50
Non-Members	$36.25	$125.00
Other	$0.00	$0.00
Average Ticket Revenue/Event	$819.17	$2,656.25

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[1] The net income amount is lower than the actual amount as it is based on averages

2009	Half Day Events	Full Day Events
TOTAL TICKET REVENUE	$9,830.04	$5,312.50
Average Cash Sponsorship/Event	$1,071.00	$2,875.00
TOTAL SPONSORSHIP REVENUE	$12,852.00	$5,750.00
TOTAL REVENUE	**$22,682.04**	**$11,062.50**
Average Expenses/Event	$852.58	$3,309.00
Average Expense/ Attendee	$28.42	$91.92
TOTAL EXPENSES	**$10,230.96**	**$6,618.00**
NET INCOME	**$12,451.08**	**$4,444.50**

2009 Events	2009 Net Income
Half Day Events	$12,451.08
Full Day Events	$4,444.50
Executive Director Breakfasts	$3,628.50
TOTAL NET INCOME	**$20,524.08**

In order to build a plan for financial sustainability, a number of scenarios were developed. These included:
- 2011 projection based on increased rates
- 2011 projection based on a 10% increase in number of attendees
- 2011 projection based on increased rates and a 10% increase in number of attendees
- 2011 projection based on increased rates, a 10% Increase in number of attendees and number of events held in 2010

The financial sustainability of the program is increased significantly with the increase in rates. The increase in the number of attendees (unless substantive in number) does not have as large an impact on the net income generated by this program.

The scenario which will be used for the 2011 projection for the Professional Development Program is based on increased rates (as noted in the rates section), a 10% increase in number of attendees and the offering of 24 half day events, 2 full day event s and 3 Executive Director Breakfasts (see scenario below).

Scenario: 2011 Projection Based on Increased Rates, a 10% Increase in Number of Attendees and Number of Events Held in 2010

Based on increasing the rates for the half day and full day events and the Executive Director Breakfasts, increasing the attendance by 10% and offering 24 half day events, 2 full day events and 3 Executive Director Breakfasts, the projected 2011 net income for the Professional Development Program is **$35,094.68** (an increase of 71% from 2009). See the tables below for further information.

2011 Estimate	Half Day Events	Full Day Events[2]	ED Breakfasts
# of Events	24	2	3
Average # of Attendees/Event	33	40	47
Members	28	24	39
Non-Members	2	6	5
Other	3	10	3
Average Rate/Event			
Members	**$50.00**	**$100.00**	**$35.00**
Non-Members	**$65.00**	**$130.00**	**$45.00**
Other	$0.00	$0.00	$0.00
Average Ticket Revenue/Event	$1,530.00	$3,180.00	$1,590.00
TOTAL TICKET REVENUE	$36,720.00	$6,360.00	$4,770.00
TOTAL SPONSORSHIP REVENUE	$12,000.00	$5,000.00	$3,000.00
TOTAL REVENUE	**$48,720.00**	**$11,360.00**	**$7,770.00**
Average Expenses/Event	$852.58	$4,724.00	$948.58
TOTAL EXPENSES	**$20,461.92**	**$9,448.00**	**$2,845.74**
NET INCOME	**$28,258.08**	**$1,912.00**	**$4,924.60**

2009 Events	2009 Net Income
Half Day Events	$28,258.08
Full Day Events	$1,912.00
Executive Director Breakfasts	$4,924.60
TOTAL NET INCOME	**$35,094.68**

Under this scenario, for each half day event added to the professional development agenda, an additional **$677.42** in net income is generated.

Sponsorship
Another factor which impacts the financial sustainability of the Professional Development Program is sponsorship. The scenario above assumes that the existing level of sponsorship will continue at approximately $20,000.00 per year. In 2011, one of the actions in this Business Plan is to explore the establishment of private sector sponsors for the Professional Development Program. This, again, should increase the net income generated by this program.

Actions Required:

- Fund the Training Coordinator position from the net revenue generated from the Professional Development Program

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[2] The one full day event is the Foundation Forum (used actual figures from 2009 event)

Use of Volunteers

We are currently in the process of orientating 2 to 3 volunteers to cover administrative duties in the office with the intention that they may be able to help with registration at professional development events. We will also continue to engage one volunteer who has helped with registration in the past. If these individuals are not able to assist with registration we will seek a volunteer(s) who can.

Evaluation Tools

At the end of each professional development event attendees are asked to complete an evaluation tool. The current evaluation tool includes the following questions:

1. How would you rate the knowledge level of the presenter(s)?
2. How would you rate the clarity of the presenter(s)?
3. Was the presented information easy to understand?
4. Overall, how would you rate the entire presentation?
5. What did you enjoy most about the presentation?
6. What suggestions could you make to improve this presentation?
7. Please provide any suggestions for future workshops or training sessions
8. How did you hear about this session?
9. Are you currently a member of Pillar Nonprofit Network?
10. If you are not yet a member of Pillar Nonprofit Network and would like to learn more about becoming one, please provide us with your contact information

The following is a suggested evaluation tool to utilize which streamlines questions #1 to #4 and inserts additional questions which relate to the short-term outcomes of Pillar's professional development activities (from Pillar's Logic Model).

1. What did you enjoy most about the presentation?
2. What suggestions do you have that would improve this presentation?
3. How would you rate the usefulness of the content to the work that you do? (rating scale of 1 to 5) Comments:
4. Overall, how would you rate the presentation? (rating scale of 1 to 5) Comments:
5. Are there other formats in which you would like to learn more about this topic?
6. How did you hear about this session?
7. Please provide any suggestions for future workshops or training sessions
8. Are you currently a member of Pillar Nonprofit Network?
9. If you are not yet a member of Pillar Nonprofit Network and would like to learn more about becoming one, please provide us with your contact information

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Actions Required:

▪ Revise the current evaluation tool to reflect the suggested changes as noted above

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We are currently in the process of researching e-commerce options that will improve registration efficiencies. We need to document all of the uses and benefits to moving to online registration, as well as how it will improve overall efficiency.

We plan to move forward with the Fall/Winter and Spring/Summer schedule. This will allow us to streamline the amount of planning time and time spent marketing as it will be done in advance.

Our contact management system, Cultivate, has improved the management of data. Pillar team members now have one location to add and edit contact information. This information can be easily used to create email lists in order to market the professional development program.

We have started to use Constant Contact. This program will allow Pillar to communicate with members and non-members more effectively, for example only sending one email to distribution information, organization of contact list, removal of duplicate names, tracking of bounced mail and tracking of read mail. We are also able to create templates that will assist with marketing events.

We have implemented a cancellation fee of $10 to cover our administrative costs.

Performance Measures for the Professional Development Program

The following table details the performance measures and targets for the Professional Development Program for the years 2010 to 2012.

Performance Measures	2009 (Base Year)	2010 Target	2011 Target	2012 Target
# of Half Day Events Offered	12	24	24	24
# of Full Day Events Offered	2	2	2	2
# of ED Breakfasts Offered	3	3	3	3
Average # of Paying Attendees – Half Day Event	27	30	30	34
Average # of Paying Attendees – Full Day Event	28	30	30	35
Average # of Paying Attendees – ED Breakfasts	40	44	44	50
Total Ticket Revenue – Half Day Events	$9,830.04	$36,720.00	$36,720.00	$41,880.00
Total Ticket Revenue – Full Day Events	$5,312.50	$6,360.00	$6,360.00	$7,420.00
Total Ticket Revenue – ED		$4,770.00	$4,770.00	$5,460.00

Performance Measures	2009 (Base Year)	2010 Target	2011 Target	2012 Target
Breakfasts				
Total Sponsorship Revenue – Half Day Events	$12,852.00	$12,852.00	$12,000.00	$15,000.00
Total Sponsorship Revenue – Full Day Events	$5,750.00	$5,000.00	$5,000.00	$5,000.00
Total Sponsorship Revenue – ED Breakfasts	$3,000.00	$3,000.00	$3,000.00	$3,000.00
Total Expenses – Half Day Events	$10,230.96	$20,461.92	$20,461.92	$20,461.92
Total Expenses – Full Day Events	$6,618.00	$9,448.00	$9,448.00	$9,448.00
Total Expenses – ED Breakfasts	$2,845.74	$2,845.74	$2,845.74	$2,845.74
Total Net Income	$20,524.08	$35,094.68	$35,094.68	$45,0004.34
Satisfaction with Professional Development for Staff and Volunteers (Member Survey)	TBD	TBD	TBD	TBD
Awareness of Professional Development Services (Member Survey)	Know about it and use it	TBD	TBD	TBD
% of Attendees Using Content at 3 Month Follow Up	TBD	TBD	TBD	TBD
Usefulness of Content	TBD	TBD	TBD	TBD

Note: Average # of attendees only includes those who paid to attend the event

Actions Required:

- Develop and implement a monitoring and reporting process for the performance measures of the Professional Development Program

Budget and Budget Monitoring

Internally, a financial tracking document has been created so that the Training Coordinator can track revenues and expenses for the Professional Development Program throughout the year. The document currently contains 2010 professional development information. Financial information is reviewed monthly and annually and the document details net revenue per event and a monthly and annual total.

The Board will continue to receive updates on the Professional Development Programs through its regular reporting vehicles.

Prior to the end of 2010, actions will need to be identified for each of the 2011 goals in this Business Plan (see table below).

Priorities	Goals	Timelines	Comments
Program Enhancements	Continue to offer a mix of half day and full day workshops, with the focus on half day workshops	2010 to 2012	This is included in the annual professional development agenda
	Explore developing a continuing series of workshops offered and priced as a package. Conduct further research on interest in topics, demand, price point, potential partnerships and sponsorships	2011	2 different series will be developed: ▪ ED or nonprofit leader Boot Camp ▪ Board Governance
Resources and Revenues	Explore the establishment of private sector sponsors for the Professional Development Program	2011	
	Continue to identify and nurture partnerships for the provision of events in the Professional Development Program that are in alignment with the Collaboration Policy Framework	2010 to 2012	
Marketing	Look at refining the current marketing strategy for the Professional Development Program to focus on those strategies that are having the most impact, to marketing to the wider, potential market and to increasing the number of non-members attending events	2011	
	Explore expanding the current reach of the Professional Development Program by marketing to and serving a broader geographic area (for example: Oxford, Elgin, Middlesex and Perth Counties, etc.)	2011	
	Develop an e-marketing strategy for the Professional Development Program	2011	

Actions Required:
▪ Identify actions for each of the 2011 goals in the Professional Development Program Business Plan

2012 Goals

Prior to the end of 2011, actions will need to be identified for each of the 2012 goals in this Business Plan (see table below).

Priorities	Goals	Timelines	Comments
Program Enhancements	Explore the use of e-learning and technology to expand the Professional Development Program and to be cutting edge in this area	2012	
	Explore the use of coaching/ mentoring as a new learning format to be employed in the Professional Development Program	2012	
	Develop a blended learning program which offers a mix of in-person and e-learning options to nonprofits	2012	
	Continue to offer a mix of half day and full day workshops, with the focus on half day workshops	2010 to 2012	This is included in the annual professional development agenda
Resources and Revenues	Continue to identify and nurture partnerships for the provision of events in the Professional Development Program that are in alignment with the Collaboration Policy Framework	2010 to 2012	

Actions Required:
▪ Identify actions for each of the 2012 goals in the Professional Development Program Business Plan