


American Association of Pesticide Safety Educators

Sustaining Programs

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Objectives

- Introduce a decision-making tool to sustain programs
 - Uses a business model for non-profits
 - Adaptable to public agencies
 - CES and SLA
- Share experiences of self-sustaining programs



Challenges facing C & T programs

- Federal and state dollars are relatively static or decreasing
- Staffs may have been downsized
- Demands are increasing



How can we sustain our programs?



Portfolio Analysis

- We are all involved in more than one **'business'**
 - Publishing, conferencing, education, research, licensing, standards-setting, credentialing,....
- Each of us (CES and SLA) has a **'portfolio'** of products and services we provide (outputs)



Identify Lines of Business

- **Core** - vital and central to mission
- **Support Functions** - make delivery of core benefits possible
- **Money-makers** - may be lower priority but generate revenue to support and expand core work
 - Supports larger mission
 - Maximizes **public outcomes** through most efficient use of available resources.



MacMillan Matrix

Helps us balance out our **'portfolio'**

- Decide which programs, services and activities should
 - have more emphasis
 - be maintained
 - be reduced
 - find partners
 - be phased out...

...to maximize **public outcomes** and best **sustain programs**...based on objective criteria



MacMillan Matrix - Portfolio Analysis

- Tool to discuss direction with upper management or public
- Asset allocation—time, money, people
- Provide accountability for decision-making



McMillan Matrix Assumptions

- Duplication of existing comparable services can fragment the limited resources available
 - Leaves all providers too weak to increase the quality and cost-effectiveness of client services
- Trying to be all things to all people can result in mediocre or low-quality service



Assessing your program portfolio

- **Fit**
 - Fit the mission of the organization
- **Program Attractiveness**
 - Degree of economic attractiveness to organization and ease of providing
- **Alternate Coverage**
 - Are there similar services/other providers
- **Competitive Position**
 - Capability and potential to deliver program compared to others



What's in your Portfolio?

- New applicator training
- Recertification training
- Private applicator training
- Commercial applicator training
- Agriculture vs. urban
- Core vs. category
- Manuals
- Licensing
- Exams
- License renewal
- Publications/ Newsletters
- Verifying attendance
- Compliance assistance
- Web sites
- Product Registration



The MacMillan Matrix



MacMillan Matrix

- Created by Dr. Ian MacMillan of the University of Pennsylvania's Wharton School
- Basis for widely used model for not-for-profits from The Forbes Group
- Set of questions to help organizations decided what is the best balance of programs and services in their portfolio




Questions?

- Are we the best organization to provide this service?
- Is competition good for our clients?
- Are we spreading ourselves too thin, without the capacity to sustain ourselves?
- Should we work cooperatively with another organization to provide services?




McMillan Matrix Questions

- Is it highly attractive or easy to do?
- Are we the only ones providing it?
- Are we highly competitive in providing it?
- Is it a good fit with our mission?




Competitive Position		<i>High</i> \$ Attractiveness / "Easy" Program		<i>Low</i> \$ Attractiveness / "Difficult" Program	
		Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>	Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>
<i>Good</i> Fit	<i>Strong</i> Position	1. Keep and Compete	2. Keep and Grow	5. Keep and Collaborate	6. Keep and Subsidize Must Do
	<i>Weak</i> Position	3. Give Away - <i>Fast</i>	4. Grow Capacity or Give Away	7. Give Away - <i>Orderly</i>	8. Collaborate or Stop
<i>Poor</i> Fit		9. Give Away - <i>Fast</i>		10. Give Away - <i>Orderly</i>	


Competitive Position		<i>High</i> \$ Attractiveness / "Easy" Program	
		Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>
<i>Good</i> Fit	<i>Strong</i> Position	1. Keep and Compete	2. Keep and Grow




Competitive Position		<i>High</i> \$ Attractiveness / "Easy" Program	
		Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>
<i>Good</i> Fit	<i>Weak</i> Position	3. Give Away - <i>Fast</i>	4. Grow or Give Away




Competitive Position		<i>Low</i> Attractiveness / "Difficult" Program	
		Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>
<i>Good</i> Fit	<i>Strong</i> Position	5. Keep and Collaborate	6. Keep and Subsidize Must Do!



Competitive Position		<i>Low</i> Attractiveness / "Difficult" Program	
		Alternative Coverage <i>High</i>	Alternative Coverage <i>Low</i>
<i>Good</i> Fit	<i>Weak</i> Position	7. Give Away - <i>Orderly</i>	8. Collaborate or Stop




	<i>High</i> Attractiveness / "Easy" Program	<i>Low</i> Attractiveness / "Difficult" Program
<i>Poor</i> Fit	9. Give Away - <i>Fast</i>	10. Give Away - <i>Orderly</i>



Sources and Resources

- Strategic Planning. The Alliance for Nonprofit Management.
 - www.allianceonline.org/FAQ
- Portfolio Analysis: Separating Winners from Losers in the Association Work Plan. Forbs Group
 - www.forbesgroup.com (click on **products** and then click on **toolbox**)
- Institute of Conservation Leadership
 - www.icl.org
- MacMillan Matrix. Access to Action: Plan. Community Technology Centers' Network (CTCN)
 - ctcnet.org/what/action/?page_id=39

And now some words
from Ples...



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Discussion

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