

Case Study: Knowledge Exchange Project

The Knowledge Exchange Project is a program of Pleasant Valley Community Center (PVCC) set to launch next year. It is a program that is based on the very successful Wisdom Exchange Project that has been operating in a neighboring community for many years. This new project is just one of several community projects run by the organization, which is a 501(c)(3) nonprofit.

The Knowledge Exchange Project is an after-school reading program for elementary school children, many of whom are recent immigrants. Most of the students require remedial reading assistance and will benefit from in-depth instruction in English. Two teachers will be instructing the students each day, each assisted by a teaching assistant. Approximately 20 students will attend each program location for each 10 week period. We anticipate that four groups of 20 students each will be assisted during the upcoming fiscal year, in each location.

The programs will be held in two locations, one on the north side of town and the other on the south side of town. In one location the space must be rented, but in the other location the space is being donated by a local church.

A consultant will be hired to conduct a pre-program and post-program testing of each participating student. PVCC is also committed to conducting an overall evaluation of the entire program at the end of the year. They expect to use the same consultant involved in the testing.

The project director will be responsible for outreach to the local schools. Students will be bused to and from the program using a contractual transportation company. A variety of supplies will be provided to each student including text books and other reading materials. Nutritious snacks will be served each afternoon for the participants.

Sally Smith is the Executive Director of PVCC and will provide the overall supervision for the project, but will limit her involvement to 10% of her time, since she's busy managing the three other main projects at the community center and overseeing the administration and fundraising activities, as well. One of the agency's program directors, Ben Jones, will be both the project director and one of the teachers. Ben will interface with the consultant on the testing and evaluation, manage the outreach to the schools and marketing of the program, and be the primary teacher in one of the locations. The other primary teacher is Ruth Givens, and there will be two hourly teaching assistants.

There are 5 other employees at PVCC—four of whom are involved in other programs and one who is purely involved in the bookkeeping and other administrative matters for the entire organization. It is estimated that overhead for the organization runs about 20% of the direct program costs.

PVCC has received a grant of \$5,000 to help launch the program.

Assume you were given the task of preparing the budget . . . what do you need to know?

Exercise: Knowledge Exchange Project

- 1) List all employees who will be included in the budget.

NAME	TITLE
_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

- 2) What else do you need to know about them to complete the budget?

- 3) How many children will be served in this program?

- 4) List other direct costs that might be included in your budget?

_____	_____
_____	_____
_____	_____
_____	_____

- 5) What in-kind gift should be included in your budget? What is one way you would use to arrive at a value for this?

- 6) Can you think of costs at this organization—not directly attributable to the project—that would be included in indirect or overhead costs for this project?

_____	_____
_____	_____
_____	_____
_____	_____

- 7) If the program director says he expects to spend \$.50 per day per student on fruit and juice, calculate how much these nutritious snacks will cost?