Outcomes Evaluation and Business Plan

2006/2007

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June 2006

Statement of Specific Community Need

Lambton County residents are in need of a variety of human care programs and services; services geared toward youth development and prevention; services for our aging population; counselling and general health, medical, and emergency programs for the basic necessities of life. This need for services to maintain and increase our quality of life in Lambton County for all residents surpasses the ability of all three levels of government, and individual agencies to provide the full scope of services required.

With this in mind, the United Way of Sarnia-Lambton has set five funding priorities:

- Youth with Physical, Mental, or Social Challenges
- Poverty and the Working Poor
- Seniors Programs
- Medical and Seniors Services
- Rural Programs

What's more, there is a need for a concentrated fundraising effort to reduce community wide fundraising and administration costs, and to reduce the very real possibility of donor fatigue. On behalf of the community, the need exists for a concentrated, inexpensive alternative to "multi-asks" by community service providers for on-going funding.

As the population ages, health care costs and increasing energy costs, all continue to escalate, government funding cuts continue and bingo revenues remain inconsistent at best. There will be more and more competition for charitable dollars, and for the increasingly important volunteer time. Both of these needs will continue to grow in Sarnia-Lambton.

United Way's Core Business

Two programs within the United Way meet this identified Specific Community Need. The United Way has defined its core business and will run two distinct programs to meet this need; Program 1, ***The Campaign,*** and Program 2, ***Community Investment.***

Organizational Goals

Before we discuss our program goals, there are three organizational goals we have set for the United Way of Sarnia-Lambton.

- As a result of the number of new Board Members this year, quality Board training and other volunteer and staff support services will need to be available to ensure as smooth a transition as possible.

- Seek additional growth in both campaign and non-campaign revenues such as Planned Giving initiatives, Interest Revenues, and other revenue generating opportunities.

- Greater and more creative use of technology throughout all the United Way operations to become even more effective, efficient, and user friendly to aid in the transition and training etc. of new staff and volunteers.

Program 1 The Campaign

Program Goal

1. To raise the maximum amount of money, and other resources, as cost efficiently as we can, to enable the United Way of Sarnia-Lambton to invest as much money into community programs and services as possible.

Program Outcome Objectives Program 1 The Campaign

1. To maintain the level of ***undesignated*** Campaign achievement. ($1,806,000 in 2005).
2. To maintain the number of donors at a 10,000 level and to experience a year over year increase in number of Donors.
3. To decrease, each year, Fundraising and Administration costs as a percentage of the total campaign to allow a greater percentage of the campaign achievement to be used for funding community programs and services. The 1999 base figure is 12.5% whereas the United Way of Canada guideline is 15% of reported campaign. The C.C.R.A. (Canada Customs and Revenue Agency) guideline is 20%.
4. That by 2025, the cost of Fundraising and Administration as a percentage of campaign be zero; that all of the Campaign achievement be invested in community programs and services.
5. To build on Second Year Employee campaigns in the two "First Time" Employee campaigns that were run last year and to establish two additional "First Time" Employee campaigns.
6. Redesign campaign materials providing for a fresh, new look and cost savings, and promote the United Way of Sarnia-Lambton website.
7. Provide access and support to Online Giving. This will include the use of a Secured Server Site, and other online donation tools and resources.

Program Outcome Measures/Indicators Program 1 The Campaign

1. The Measures/Indicators that will be used are on an annual basis:
   Existing Records
2. **Observations** by Campaign Personnel including Staff, Loaned Representatives, and those Volunteers on the Campaign Cabinet
3. The use of Campaign **Case Studies** will be used highlighting, on an annual basis, a minimum of two New Employee Campaigns.
4. **Personal Interviews (i.e.,** Corporate Calls)

5. **Focus Group** with Employee Campaign Committees
6. **Availability of new campaign materials** on going.
7. **At least two employee campaigns Online,** and a minimum of 10 online donations. This option of donation will continue to be provided for Direct Mail.

Program Services Program 1 The Campaign

1. The annual campaign, while highly concentrated in the fall, is a year-round activity. The strategies of the campaign are to increase the overall number of donors thereby increasing the number of donations and the total donation amount, during the three-month campaign period.

2. Community Education and Volunteer Training are viewed as the key marketing strategies to encourage new donors. This would also include training for staff and volunteers plus agency personnel.

3. Corporate calls are done in the spring and summer, and so is the recruitment, training, and preparation of campaign materials.

4. Ideally, since we know the number one reason people are not donors is because they do not feel they were asked, our strategy would be to ask the entire population to support the campaign. However, this will be conducted with cost efficiency in mind and consistent to the objective of reducing of campaign and administration costs.

5. Assessing the various statistics, and marketing opportunities available to inform prospective donors of the importance of giving; and that giving to the United Way is the best way to help our community.

6. Fundraising takes the form of four major areas: Direct Mail; Corporate Gifts by Industry and Business; Employee Givings – largely by Payroll Deduction, and Special Events and other Gaming Revenues such as Bingos, and Nevada tickets. The United Way Board has set a policy that it would not solicit funds derived from Casino gaming. (Indications from a Focus Group on February 7, 2000 confirmed donors' belief that United Way should not pursue gaming revenues from slots or casinos.)

NOTE: The 2001 Campaign was the first campaign since 1981 that did not include unaddressed mail as part of its fundraising program. The fact that we did not mail out 45,000 pieces of unaddressed mail in 2001 had no impact on the amount of dollars raised, it did however affect the total number of donors in a negative fashion, but lowered our campaign costs as a percentage of campaign.

However, in 2004, the United Way of Sarnia-Lambton was having difficulties reaching the 204 campaign goal. As a result, the United Way issued a news release indicating that for that year, it would reintroduce the "mailer" as a strategy to get additional dollars and awareness of the campaign. This strategy later proved successful.

In addition, the United Way continued its practice of no telephone solicitation or door to door canvassing.

Electronic means may allow for greater, more cost efficient methods of solicitation.

Participation: The total number of participants may include a working population of over 68,150 taxfilers in 2001; Corunna: 4,570; Forest: 4,940; Petrolia: 5,200; Point Edward: 1,630; Watford: 2,690; and the City of Sarnia: 49,120.

Current number of donors: 9,002, which we want to increase. The 17 largest industrial companies and their employees represents 59.7 per cent of the 2002 total undesignated campaign total.

Program Staffing: The Campaign is organized by a Volunteer/Staff team; the Volunteer Campaign Chair, the Executive Director and the Resource Development and Manager.

Additional staff resources will include as many as three permanent United Way staff, three Loaned Representatives, plus a small percentage of the Community Investment Director's time. Other staff resources shall include approximately two project staff during the year, who are either students, or whose salary is paid through an outside source such as any level of government or corporate sponsor.

Other Volunteer resources include, but are not limited to: A Campaign Cabinet of approximately 20 Volunteers; The Board of Directors consisting of up to 15 individuals, and countless other vital campaign volunteers including in-house campaign co-ordinators, canvassers, ticket sellers, special event organizers, etc.

Program 2 The Community Investment Process

Program Goals

1. To ensure United Way is funding the most crucial needs in Sarnia-Lambton and that the United Way keep current on what its priorities are.

2. To invest as much money as possible each year into community programs and services. In 2006, as a result of the 2005 campaign, the amount of money budgeted to be available is calculated after defining the Campaign and Administration costs (11.50%), United Way Administered Services (5.90%), pledgeloss allowance (2.12%), and United Way of Canada dues (.75%). This means then, that a minimum of 79% of the total campaign is invested into community programs and services that are not provided by the United Way directly.

3. To fund community programs and services reflecting both the customer and community needs, to achieve the optimal return on the donors' investments.

4. To fund programs provided by our Funded Agencies as well as fund other community programs that meet new and emerging needs in Sarnia-Lambton.

5. Thoroughly understand and communicate the demographics and needs of our population in the communities that make up Lambton County with the objective to eliminate duplication of funding and gaps in funding, and to promote the identification of greater efficiencies within the agencies of funded programs and services.

Program Outcome Objectives Program 2 The Community Investment Process

1. To increase the amount of funds available on an annual basis for Community Investment in an amount equal to or greater than campaign achievement in terms of percentage. A minimum of 79% of the announced campaign achievement, (calculated by subtracting the Campaign and Administration costs (11.50%), United Way Administered Services (5.90%), pledgeloss allowance (2.12%), and United Way of Canada dues (.75%), to be used to fund programs and services across all United Way of Sarnia-Lambton Funding Programs.

See Appendix A for a list of all United Way of Sarnia-Lambton Funded Agencies.

2. Annually, a minimum of five per cent of the Undesignated Campaign Achievement (six percent in 2005, and 2006 be available for the Venture Grant Program. The United Way will actively seek opportunities to reduce gaps in service and to fund new initiatives that meet new and emerging community needs.

3. An ongoing Demographic Report be conducted, as required, as the most recent Census Information is released by Statistics Canada, as well as a minimum of three interviews with outside experts on the current state of our local economy, and local demographics. Use of other documented studies (i.e., H.R.D.C.) and other publications may be used as well.

4. On an annual basis an *Outcome Training Session* will be provided for a minimum of 10 Funded Agencies referred to as On-Year Agencies, at least one outside agency and that 80% of attendees find the training beneficial. This training will be open to the community at large including other funders, other United Ways and other service providers. In addition to agency training, an *Outcomes and Community Investment* Training Session will take place each fall for Community Investment Volunteers. There is a need to refine the measurement tools to determine the effectiveness of the workshop.

5. To decrease each year, the Community Investment costs as a percentage of the total campaign to allow a greater percentage of campaign achievement to be used for funding. The 1999 base figure is 6% while the Trillium Foundation charges 10% for the allocations of provincial gaming revenues. The 2003 costs are budgeted at 5.92%.

Program Outcome Measures/Indicators Program 2 The Community Investment Process.

The Measures/Indicators that will be used are on an annual basis:

1. **Existing Records.** Ensure that a minimum increase in funding available is equal to or greater than the Campaign increase in terms of percentage; a minimum of 79% of the total campaign. (Calculated after expensing the Campaign and Administration costs (11.50%), United Way Administered Services (5.90%), pledgeloss allowance (2.12%), and United Way of Canada dues (.75%))

2. **Personal Interviews** with outside experts on the current state of our local economy, and local demographics.

3. **Evaluation** of Training Sessions including Community Investment Volunteer Training and Outcomes Workshops.

4. **Focus Group** with Employee Campaign Committees to gain insight on customer and community needs.

Program Services Program 2 The Community Investment Process

1. To provide **Outcomes Training** on an annual basis to community groups including Funded Agencies, Volunteers and Staff. This training will assist them in the evaluation process of their programs and services to ensure they are delivered in the most cost efficient manner, and that the programs and services are effective in meeting their objectives.

2. To provide **Outcomes and Community Investment Training** to the Community Investment Committee, Panel Members, the United Way Board and the community at large.

3. Provide **Background Data and Reports** to help Community Investment Volunteers in their deliberations, and to promote the identification of greater efficiencies within the Funded Agencies.

4. That **Demographic Profile** reports be completed as required and as Census information is released. Recently, the United Way has outsourced the publishing of a Community Profile to the Sarnia-Lambton Training Board.

5. **Organize Investment Payments** to Funded Agencies, Venture Grant recipients and other funding programs offered at the United Way of Sarnia-Lambton on a regular and cost effective basis.

6. **Review and analyze Outcomes Reports** by Funded Agencies and Venture Grant Agencies to assess on-going need for United Way funding as required by the Funded Agency as indicated in the signed Business Agreements/Contracts. This whole process continues to be streamlined.

Participation: Twenty-nine Funded Agencies, approximately 65 programs and services, plus any of the other few hundred non-funded not-for-profit organizations in Lambton County as well as Staff and Volunteers, a number of community groups receiving Venture Grant Funding and other types of funding.

Program Staffing: The Community Investment Program is organized by a Volunteer/Staff team; the Volunteer Community Investment Chair, and the Community Investment and Finance Director.

Additional staff resources may include up to three permanent United Way staff, and will include a good percentage of the Executive Director's time and a small percentage of the Resource Development Manager's time. Other staff resources may include up to three Loaned Representatives; up to two project staff during the year who are either students, or whose salary is paid through an outside source such as any level of government or corporate sponsor.

Other Volunteer resources include, but are not limited to: A Community Investment Committee of approximately 8 volunteers; the Board of Directors consisting of up to 15 individuals, up to 23 Community Investment Panel Volunteers; and others.

Appendix A

United Way Funded Agencies

- Big Brothers of Sarnia-Lambton
- Big Sisters of Sarnia-Lambton
- Boys & Girls Club of Sarnia-Lambton
- Canadian Hearing Society of Sarnia-Lambton
- Canadian Mental Health Association, Lambton County Branch
- Canadian National Institute for the Blind
- Canadian Red Cross, Sarnia-Lambton Branch
- Community Living Sarnia & District
- Credit Counselling Services of Southwestern Ontario, Sarnia-Lambton Branch
- Family Counselling Centre
- Family YMCA of Sarnia-Lambton (receives only Donor Option and funding to help run the Resource Houses as listed below)
- Girl Guides of Canada-Lambton Board
- John Howard Society Sarnia Lambton
- Lambton Elderly Outreach
- Lambton Seniors Association
- Multiple Sclerosis Society of Canada – Lambton Chapter
- North Lambton Social Services Centre
- Ontario March of Dimes
- Salvation Army
- Sarnia-Lambton Stroke Recovery Association
- Sarnia-Lambton Rebound
- Scouts Canada - Bluewater District
- Sexual Assault Survivors' Centre
- St. Clair Child & Youth Services
- Youth Resource Houses Partnership:
    - House By The Side Of The Road, (Walnut and Kathleen Ave. Neighbourhood)
    - Friendship House, (Roger St. Neighbourhood)
    - Our House, (Indian Rd. and Confederation St. Neighbourhood)
- St. John Ambulance-Lambton Branch
- Victorian Order of Nurses
- Women's Interval Home

United Way Venture Grant Agencies/Programs as of April, 2006

- Salvation Army for the Prescription Drug Program
- Brain Injury Association
- Lambton College/Early Years Family Math Program for young children struggling with Math at school
- White Cane Club
- Lochiel Kiwanis Centre
- YMCA for the Children and Youth conference
- Child and Youth worker program at North Lambton Secondary School
- Child and Youth worker program at S.C.I.T.S.
- Learning Disabilities, Sarnia-Lambton