Smoothing a Bumpy Ride

Getting to the Destination
United Way of Wayne County

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Wayne County, North Carolina

- Eastern NC – home of Seymour Johnson Air Force Base
  - UWW Category – METRO IV
  - 120,000 County Population
  - Employment Rate – 91.25% (2011) [8.75%]
  - Employment Rate – 95.30% (2006) [4.70%]
  - 19.7% of Residents Live in Poverty (2010)
  - Average Annual Wage $31,772 (2010)
  - 4 Year Cohort Graduation Rate 2010-2011 – 74.6%
“United Ways do vague good deeds.”
- Dr. Dennis Orthner
SO WHAT?
The Journey begins...
Obstacles
Smoother Waters
But...So What?

• Are these programs relevant?
• Are the programs making a difference?
• How does UWWC know what is relevant?
• What is UWWC trying to achieve?
• Is UWWC relevant?
Came to a fork in the waters...
Getting from here to there...
Our Charted Course...

Three Year Journey

– Entitlement-based to performance-based
– Alignment to focus areas
– Non-aligned funding strategy
– Future funding requires:
  • Alignment with UWWC priority issues
  • Meaningful & measurable payoffs
  • Measureable short and long term effects
Transition
• **Investment Process for Aligned Programs:**

- **2010 Investments:**
  - Max. Baseline Fund: 70%
  - Focus Area Fund: 30%

- **2011 Investments:**
  - Max. Baseline Fund: 50%
  - Focus Area Fund: 50%

- **2012 Investments:**
  - Max. Baseline Fund: 70%

• **2 Year Transition for Non-Aligned Programs:**

- **2010 Investments:**
  - Max. Baseline Fund: 33%
  - Unrealized funding: 67%

- **2011 Investments:**
  - Max. Baseline Fund: 67%
  - Unrealized funding: 33%

- **2012 Investments:**
  - Unrealized funding: 100%
Came to Another Fork in the Waters
Patching or Re-packaging the Old???
Or Going with the New???
We Went with New!

**Complete Revamping**

- Community Investment
  - Open to all local 501 c-3 organizations
  - Letter of Intent (LOI)
  - RFP
  - Demonstrate alignment to UWWC goals
  - Funding not implied or guaranteed

- Community Campaign
  - Non-monetary goals
  - “Dollars raised” to “LIVES IMPROVED”
We knew we were making headway when...

“For years we felt that we would always be given money by United Way and now we feel like we’re treated like everyone else.”

- Largest Recipient of UWWC Investments
Yet another fork in the waters...
Our Strategy Now

Build a Better Community

- Health & Wellness
- Financial Stability
- Community Responsiveness
- Education
Our New Boats!
## Our Plotted Course:

<table>
<thead>
<tr>
<th>Traditional Model</th>
<th>=&gt;</th>
<th>New Community Results Model</th>
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</thead>
<tbody>
<tr>
<td>A Fundraising Organization</td>
<td>=&gt;</td>
<td>Improving Lives (Community Focused)</td>
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<tr>
<td>Building Relationships with Businesses</td>
<td>=&gt;</td>
<td>Building Relationships with Businesses, Individual Investors, and Service Provider Partners</td>
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<tr>
<td>What do Agencies Need?</td>
<td>=&gt;</td>
<td>What does the Community Need?</td>
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<tr>
<td>Funds Many Worth Agencies</td>
<td>=&gt;</td>
<td>Funds Programs Focused on Root Causes of Identified Community Issues</td>
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<td>Accountability by Individuals Served and Citizens Review Process (Allocations)</td>
<td>=&gt;</td>
<td>Accountability by Program Measurements and Community Indicators</td>
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<tr>
<td>Measure Success by the Annual Campaign</td>
<td>=&gt;</td>
<td>Measure Success by Impact on ‘Root Causes’</td>
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<tr>
<td>Respond to Community’s Broad Needs and Requests</td>
<td>=&gt;</td>
<td>Organized Solutions on Prioritized Community Goals</td>
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What We Learned:
Know your target and don’t lose track of it – the COMMUNITY!
Have a strategy & the tools
Know that there **will** be challenges
Getting to the Destination

“You can’t cross the sea merely by standing and staring across the water.”

-Rabindranath Togore
Stay the course...

Together you can achieve true community impact!
Relevance

[DuPont logo]

[United Way logo]
Questions?