

Summer 2004



IMPACT matters

United Way of the Midlands | the **CAMPAIGN** issue



Paul Fant,
United Way Campaign Chair
Executive Vice President
SC Pipeline

UNITED WAY CAMPAIGN CHAIR SETS \$12 MILLION GOAL

Dear Midlands Community:
We're all aware there are many problems facing our community. For example, in the Midlands the number of homeless individuals has grown, adult illiteracy rates are rising, and lack of access to affordable health care is increasing. We, as members of this community, have an obligation to work together for improvement.

I know what a big heart our community has for giving. Yet, I was surprised to learn that when compared to Southeast cities of similar population and size, Columbia ranked only sixth out of ten for United Way support. As the 2004 United Way of the Midlands Campaign Chair, it is my personal challenge to improve our ranking. I know we can do it, and by improving we will help more individuals and families in our community.

Our goal for 2004 is \$12 million. By joining me in this effort, your contribution will provide shelter for the homeless, feed hundreds of hungry families in our community, teach adults to read for the first time and provide many other needed services.

United Way of the Midlands underwent a major reorganization in 2003, and as a result United Way staff and volun-

teers now focus their work around four critical human service areas. They are:

- Building Strong Families, Individuals and Children
- Promoting Health and Recovery
- Creating Quality Education, Job Preparation and Life Skills
- Securing Food, Shelter, Safety and Transportation

With this strategic focus, United Way is positioning itself to better solve problems in our community. With your help, we'll be able to fight many of the dilemmas that plague individuals and families in the Midlands.

United Way of the Midlands' Community Impact Fund makes sure your dollars are put where there is an urgent need. Volunteers work to minimize duplication among programs, and look for measurable results, quality performance and innovative approaches.

Accountability is key, and you can rest assured that your donations are used to help others. United Way of the Midlands is accountable and uses sound fiscal management, which is ensured by annual reports that include program expenditures, outcomes and certified fiscal audits. United Way agencies provide documentation on program objectives, client progress and participant success. Those programs producing unfavorable results can lose funding from United Way.

United Way serves our community best by focusing dollars on the crucial needs of the community. Join me as we strive to address the needs of our community and make a change in the lives of individuals and families. Together we can make a great impact and serve our communities. To make your contribution go online to www.uway.org or call 1-866-GET-UWAY toll free.

Thank you,
Paul Fant

what's inside. . .

- Measuring Outcomes: Accountability Based on Results
- United Way Basics: Your Questions Answered
- What's Building Brighter Tomorrows Week? Find Out and Get Involved
- United Way Rates Four Stars: Charity Navigator

for what matters most. sm

**Charity Navigator:
United Way Rates**



United Way of the Midlands has received the highest rating possible from Charity Navigator, www.charitynavigator.org, America's largest independent evaluator of charities. Charity Navigator wrote, "Receiving four out of a possible four stars indicates that your organization excels, as compared to other charities in America, in the area of strong fiscal management."

United Way of the Midlands is honored to have been selected by this impartial and objective ratings evaluator. United Way understands that a trusting donor is a supportive donor. We encourage Midlands residents to use your rights to gather data so that you will be comfortable giving. We invite you to pick up a copy of "Facing Facts," which not only documents the pressing issues that face our citizens, but can be used as a guide for your philanthropic efforts.

According to a Reader's Digest May 2004 article, "Charity Navigator is one of the '100 Best Things about America in 2004.' They are the charity innovation of the year. Thanks to Charity Navigator you can get the lowdown on a charity before you give."

United Way has volunteers looking for measurable results, quality performance and innovative approaches. United Way has integrated an outcomes measurement process that is extensive. Think about it. United Way is the only watchdog of your charitable donation.

Blueprint for Leadership Class Graduates!

Blueprint for Leadership, from its inception in 1989, has provided participants with nonprofit leadership skills with a focus on board development and training. This year 19 individuals enjoyed the Blueprint for Leadership experience.

During an eight-week program, participants gained a wealth of information from community experts. Each session focused on different components to help strengthen class members in areas of leadership, board development, fundraising and marketing. Participants had the unique opportunity to work with the newly formed United Way Community Councils and to learn about the outcomes measurement process as it relates to human service program funding. An exercise was completed early on allowing each member a better understanding of personality, diversity and team building. Group projects were presented on the final day of class.

"Blueprint helped to advance my interpersonal skills," said Nicole Wright, graduate. "The program was very informative, and I gained knowledge about current community issues."

Outside of the classroom, members completed six service hours and refurbished a community center in the Hopkins area. Upon graduating from the Blueprint for Leadership program, members are encouraged to remain engaged in the community and are invited to join nonprofit boards and advisory committees.

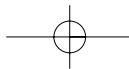
For more information about Blueprint for Leadership, contact United Way of the Midlands at 803-758-6987 or ewilliams@uway.org.



The Blueprint for Leadership Class of 2004

Members of the 2004 Blueprint for Leadership class are as follows:

- Steve Burlison**- The State Newspaper
- Ernest Byrd**- SCANA
- Vickie Davis**- BB&T
- Crystal Evans**- Richland County First Steps
- Tina Herbert**- Family Community Development Center, Inc.
- Dr. Judith Johnson**- Babcock Center, Inc.
- Donna Jones**- Lutheran Family Services of the Carolinas
- April Lloyd**- Westinghouse Electric Company
- Kimberly Mackey**- Palmetto Healthy Start
- Regina Montgomery**- Hope Worldwide-SC
- Wayne Nanney**- The State Newspaper
- Anita Olden**- SC DAODAS
- Robin Olds**- St. Lawrence Place
- Tamika Sims**- Prevent Child Abuse SC
- Felicia Smith**- South Carolina Community Bank
- Victor Stuckey**- BellSouth
- Robert Tarrant**- WJBD VA Medical Center
- Blake Vallentine**- Lamar Advertising of Columbia
- Nicole Wright**- Telamon



Measuring Outcomes: Accountability Based on Results

By Lisabeth Saunders-Medlock, Ph.D.

Several recent trends have altered the human services landscape and have prompted both government and non-profit agencies, like the United Way, to shift their focus from activities (WHAT is being done) towards results (SO WHAT difference does it make). These trends include things like budget cuts, a growing array of social problems, dissatisfaction of donors and taxpayers and the feeling that our communities are "not getting any better." Holding agencies accountable for their results is an attempt to both reclaim citizen and donor trust, and improve the decision making of managers and policy makers by providing a system that will produce information about the results of public investments.

The potential benefits of the shift to a focus on results are broad. Agencies have information to change and improve their programs for their clients, and funders and other decision-makers have information to ensure that the programs they fund are having an impact in communities. Ultimately, the hope is that policymakers, managers, workers and citizens can use these results (the outcomes of programs and services) to monitor services effectively, learn what is working, and change strategies accordingly to improve outcomes.

What are outcomes?

Outcomes are benefits for participants during and after their involvement with a program or service. Outcomes can be new knowledge, increased skills, changed attitudes or values, modified behavior, improved condition and altered status. Outcomes can also be systems level change such as an improvement in availability or access to services or better relationships among providers.

Outcomes should be distinguished from inputs, activities, and outputs:

- Inputs are resources dedicated to or consumed by the program. These can be money, staff and staff time, volunteers and volunteer time, facilities, equipment and supplies.
- Activities are what the program does with the inputs to fulfill its mission, such as feed and shelter homeless families, provide job training, educate the public about signs of child abuse, counsel pregnant women, or create mentoring relationships for youth.
- Outputs are the direct products of program activities, such as number of classes taught, number of counseling sessions conducted, number of educational materials distributed, number of hours of service delivered, or number of participants served.

How have nonprofit agencies benefited from measuring outcomes?

In a 1999 study of 391 United Way funded agencies that were doing outcome measurement, respondents agreed or strongly agreed that outcome measurement helped them to:

- Focus staff effort on common goals/shared purposes (88% agreed or strongly agreed)
- Communicate program results to stakeholders (88%)
- Clarify the purpose of the program (86%)
- Identify effective practices (84%)
- Compete for resources (83%)
- Enhance record keeping (80%)
- Improve service delivery (76%)

Of the survey respondents, 74 percent strongly agreed or agreed that implementing outcome measurement has had a positive impact on this program's ability to serve clients effectively and 74 percent also strongly agreed or agreed that program outcome information should be used in making decisions about program funding.

Many nonprofits engaged in outcome measurement say that it:

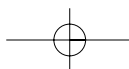
- Provides information for program development and continuous improvement
- Facilitates communication about what's being done and the difference that it makes
- Provides a common language across agencies to talk about improving people's lives
- Makes programs tangible and understandable by describing expected outcomes
- Benefits families that use the services and lets clients have a say in services
- Provides information that will be useful for decision-making
- Builds on strengths so that the organization can be successful

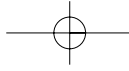
Many nonprofit agencies have shared that they found value in thinking about the impact the program was intended to have and linking that to the activities they were carrying out. Many agencies have not thought about the theory behind the program in years; they have been busy "doing" the program. Thinking about the program and asking questions about why and how it impacts clients and the community almost always leads to positive change.

How does the change to outcome measurement occur?

The move toward outcome measurement involves a change in how funders and their supported agencies do their business. This cultural change is precipitated by funders and their supported agencies having the internal capacity to carry out outcome measurement. In order to build internal capacity it is essential to provide new skills and knowledge. This learning process is gradual and depends upon the agencies and their boards having:

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UNITED WAY BASICS: Your Questions Answered

What is United Way?

United Way of the Midlands is donors, partners and volunteers discovering and responding to the crucial needs of our community—then finding resources to address those needs and following up to make sure the work gets done. The United Way agency "family" currently includes more than 70 partner organizations. United Way agency partners provide services in Calhoun, Fairfield, Lexington, Newberry, Orangeburg and Richland counties in four Targeted Care Areas:

- 1) Building Strong Families, Individuals and Children; 2) Promoting Health and Recovery; 3) Securing Food, Shelter, Safety and Transportation; and 4) Creating Quality Education, Job Preparation and Life Skills.

Why is there a United Way?

United Way is the community solutions provider. Donors have the confidence that their human service dollars go the furthest to do the most good, supporting many programs through one effort. By consolidating many fundraising efforts, United Way saves multiple campaign costs, minimizes the number of appeals and serves our community's needs more efficiently. Local volunteers use their knowledge of community problems to distribute funds where the needs are greatest. To make the best use of contributor dollars, United Way holds agencies accountable for the programs they run, only funding programs with good results.

How much of the money raised through United Way goes to provide services?

More than 90 cents of every dollar received goes directly to community services. The balance covers United Way's cost of fundraising, distribution and management.

I don't use any of the agencies' programs, so why should I give through United Way?

You may have already used the services of a United Way program and never realized it. One day, we all may need disaster services, after school programs or youth development services, child or adult day care services, or a variety of other valuable services supported by United Way. In addition, everyone benefits from many of the programs, such as those that reduce juvenile crime, homelessness and illiteracy.

Why am I charged for services at United Way agencies when I give through United Way?

United Way funding does not cover 100% of agencies' expenses. People who can afford to pay are asked to do so to assure that United Way dollars go to help people who are unable to pay. Service costs are usually minimal. In most cases, free services are provided when people cannot afford to pay. Charges are determined on a sliding fee scale.

What are my choices for giving?

- United Way's Community Impact Fund—United Way encourages you to contribute through the Community Fund, where knowledgeable volunteers will distribute the money based upon prioritized needs.
- Give through Targeted Care Areas— the Community Fund is made up of four Targeted Care Areas. Each area represents a category of need in our community.
- Give to an agency of your choice— You may designate to one or more health and human service agencies. These agencies must be eligible to receive tax deductible gifts as determined by the SC Secretary of State.

Who pays for United Way's special events?

Events held to thank and inspire volunteers and donors are mostly paid for by ticket sales and sponsorships. The remainder is included in United Way's budget.

How do I find information about services when I need help?

Just dial 2-1-1— United Way's Information and Referral line. This 24-hour, 7 days a week telephone hotline provides information about hundreds of services available in the Midlands area.

How does an agency become certified by United Way?

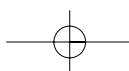
To qualify for consideration as a United Way partner agency, an organization must:

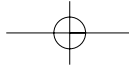
- serve a vital human service need
- provide services in United Way's coverage area
- have a 501 (c) 3 letter from the IRS
- have a current registration letter from the Secretary of State for charitable solicitation
- have an IRS form 990 that shows that 75% of its total budget is expended for client services
- have a current year operating budget
- have an audited financial statement
- have a current list of its board of directors
- have board minutes for one complete year
- have verification of an up-to-date policy on non-discrimination and board diversity

What is conditional status?

Conditional status for agencies can occur in two ways:

1. First, an agency may have issues with re-certification. Every 3 years, agencies must submit information regarding their general operations. If for some reason, an agency does not submit the required materials, the agency will be put on conditional status for a period of six months. At that time, if materials are still not on file, the agency will lose its cer-





UNITED WAY BASICS: Your Questions Answered

tification status. It will no longer be eligible for funding.

2. An agency program may be put on conditional status as a result of poor program outcomes. Every year, each agency is asked to submit outcomes for each of the programs that United Way funds. Each program is evaluated by professionals from the community. If a program does not score high enough to pass, the program is put on conditional status for six months. At that time, the program is re-evaluated. If the program does not have a passing score at that time, the program is no longer funded.

What is involved in agency program reporting?

Agencies must annually submit program reports. The reports include information on how many clients were served and, most importantly, what the results were. In addition, budget information is provided as well as detailed program descriptions. Volunteers from the community who are professionals in the evaluation process review these programs and score them on various aspects. Those that do not achieve passing scores are placed on conditional status and are provided a technical consultant. If the scores are not passing on the second review, funding is discontinued.

If United Way raises more money, where would the money go?

Volunteers will allocate money raised among the four targeted care areas and then additional volunteers will choose which specific programs receive the funds.

I gave to United Way while I was working, but no one asked me after I retired. Why not?

We are sorry we missed you- and we really do want your gift! Because you were probably giving through payroll deduction at the work-

place, United Way did not have your name or home address to contact you. Fortunately, with new advances in technology, we will have a better way to keep track of people in the future. If you would still like to donate a gift, call 803-733-5400 or visit www.uway.org.

How is United Way making sure my money is well spent?

United Way values accountability. Before a program receives funding, its agency must become a certified partner. We make sure that their overhead is less than 25% of their budget. We also monitor their programs to make sure that donor designations are being used to make a lasting, positive impact in our community. We are the community's watchdog; we make sure the work gets done.

How does United Way make an impact on the community?

Using the community assessment "Facing Facts: A Study of the Issues that Shape our Region" and the knowledge of our skilled volunteers, we choose to fund the most critical issues in our area. To find out more about "Facing Facts," visit www.uway.org.

United Way of the Midlands Overhead



9.8% to overhead and administration



90.2% to community services/programs

Values of United Way of the Midlands

Excellence
Leadership
Impact
Integrity
Responsiveness
Volunteerism
Openness

SAVE THE DATE

COMMUNITY ASSEMBLY

Thursday, November 18

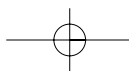
8:00 a.m. Breakfast

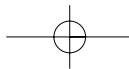
Columbia Conference Center

169 Laurelhurst Drive

Keynote Speaker, USC's Coach Frye
"What it Takes to Succeed"

Call 803-733-5443 for more information.





IMPACTmatters | United Way of the Midlands

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- clarity about what is expected and when it is expected
- an understanding of the value of developing and measuring outcomes
- training that gives them the knowledge, skills and tools they need to be successful
- ongoing support and timely technical assistance to help them work through issues and problems in developing and measuring outcomes
- timely feedback about their progress

These factors also contribute to building a process where agencies can experience early success and have positive experiences in outcome measurement. If the process of developing and measuring outcomes is a negative one early on, commitment to the endeavor and lasting changes in organizational culture are not likely to occur.

In addition, it is important that outcome measurement becomes an accepted practice, not only to fulfill requirements to funders for external accountability,

but also because of its value to non-profit agencies in providing information for planning and program improvement. It is therefore important that outcomes are introduced in the context of what agencies already know or are doing, such as strategic and operational planning, evaluation of programs, and target setting. This allows integration of outcomes into management practice, so they are not just viewed as a "add-on."

Is outcome measurement "doable?" YES. In about two to three years agencies can expect to be able to collect data and report on outcomes for their programs. Outcome measurement is not research. Agencies typically do not need to invest in hiring consultants or buying expensive assessment instruments or software. Most agencies, with training and some hand-holding, learn how to make outcome measurement fit in with existing data collection and databases. The goal is to build on what agencies already have in place to keep costs low, but have many benefits to the agencies. The main task for funders is to change

the way they ask for and evaluate information from their grantees. Funders should invest in training their volunteer allocation committees on how to evaluate outcome information and the way funds are allocated should change to reflect this focus.


Lisabeth Saunders-Medlock, Ph.D. is the owner and principal consultant of Results Consulting. For the past seven years, Dr. Saunders-Medlock has worked with United Ways and their funded agencies in implementing outcome measurement. Dr. Saunders-Medlock co-developed an outcomes-based planning model that has been used in state health and human service agencies, and has consulted with non-profit and government agencies on developing and implementing outcomes-based strategic and operational plans. This article is used with permission from the South Carolina Association of Nonprofit's Advocate newsletter.



Greg has been a lineman for more than 15 years. He's a vital link between people and the power they need—it's a matter of trust.

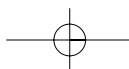
He trusts United Way of the Midlands the same way. Greg knows his gift will be used to fund programs that address real needs and have real results.

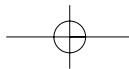
That's what matters most.



for what matters most. SM

www.uway.org





The father and son team, Cooper & Cooper, D.D.S.

Volunteers Speak...

Cooper and Cooper, D.D.S., are a unique team in the Midlands. First, they are father and son, both heavily involved in their community and secondly, both have served the children of this area through their volunteer commitment to the Children's Dental Clinic.

"We are proud that we have been able to provide this vital service to our community for more than 40 years," affirmed Dr. Noble Cooper, Sr. "Our children are our most precious resource and proper dental care is necessary to ensure good dental health for a lifetime. We view this as more than a community service; we see it as a calling."

Cooper and Cooper, D.D.S. has impacted the lives of many children through the Children's Dental Clinic, a program highly rated by United Way. The elder Dr. Cooper was the first African American dentist to serve at the Children's Dental Clinic. Dr. Cooper, Jr. has served as the Chairman of the Board of this center.

They recognize that United Way is the only watchdog of your charitable contributions. "Columbia is our home; we are committed to working with the less fortunate in our community," said Dr. Noble, Jr. "We're proud of our association with United Way programs and we trust that the community will look to United Way as the community problem solver."

HELP US BUILD A BRIGHTER TOMMOROW

A week of caring is a week of community service activities that promotes community support and dedication through acts of volunteerism. This year, United Way of the Midlands and Junior League of Columbia are collaborating for a week of caring formally entitled "Building Brighter Tomorrows (BBT)." BBT will breathe life into the "Facing Facts" community assessment with service projects that address the issues that emerged from its development.

This week will bring together corporations, agencies and individuals to improve the lives of those served in local human service programs. During the week, a wide variety of events that build awareness around community issues are scheduled, such as health fairs and family support activities. Additionally, service projects that can be "done in a day" will be completed that may include the sorting of clothes,

educational materials or food, or the refurbishing of shelters and homes. All service projects will be hosted in Calhoun, Fairfield, Lexington, Newberry, Orangeburg or Richland counties. Listed below are the days and categories of the service projects and issues to be addressed during the week.

Monday, September 13th
Building Strong Families, Individuals and Children

Tuesday, September 14th
Promoting Health and Recovery

Wednesday, September 15th
Creating Quality Education, Job Preparation and Life Skills

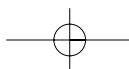
Thursday, September 16th
Securing Food, Shelter, Safety and Transportation



Building Brighter Tomorrows activities include refurbishing shelters and homes.

Friday, September 17th
Assuring Economic Development and Quality of Life

For more information about Building Brighter Tomorrows, or to register to be a volunteer, contact United Way at 803-758-6987 or log on to the United Way website at uway.org and select Week of Caring.



lost in a maze?

help starts here.

2-1-1 is an information and referral line for:



- Counseling
- Emergency Shelter or Food
- Housing, Rent or Utility Assistance
- Suicide Intervention
- Volunteer Information
- Other individual or family needs

United Way 2-1-1

To access, dial 2-1-1 or (803)733-5408 or 1-866-892-9211 or www.uway.org

START EARLY, FINISH STRONG!

Pacesetters are businesses or organizations that jumpstart their campaigns! These companies generally complete their campaigns by August 31. A special reception is hosted by Regions Bank for Pacesetters. Get your employee campaign going! Become a Pacesetter next year! For more information on how your business can get involved call Maria Hargrave at (803) 748-7287 or e-mail mhargrave@uway.org. Here are our pacesetters for this year:

- American Red Cross
- Babcock Center
- BB&T
- Bose Corporation
- Carolina National Bank
- Colonial Supplemental Insurance
- Columbia Housing Authority
- Columbia Urban League
- Federation Center of the Blind
- Harvest Hope Food Bank
- International Paper
- J.W. Hunt & Company
- Keenan and Suggs Insurance
- Parisian
- Regions Bank
- SC Bankers Association
- SC State Credit Union
- SCANA
- Sistercare
- South Carolina Bank & Trust
- The Cooperative Ministry
- Time Warner Cable
- Wal-Mart and Sam's Clubs - all 9 locations

1800 Main St • PO Box 152 • Columbia SC 29202
(803)733-5400 • (803)779-7803 (f) • 1-866-GET-UWAY (TF)



United Way
of the Midlands

www.uway.org