



Final Presentation

UNC Kenan-Flagler Business School STAR Domestic Business Project Spring 2011

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Project Team

Porscha Armwood, Daniel Ruiz, Stephen Stancil, Wes Wollard

2 STAR Team Introduction



Nicholas M. Didow **STAR Team Advisor**
Kenan Institute Faculty Fellow
KFBS Associate Professor of Marketing
Entrepreneurship and Economic Development



Nora Petito **Team Leader**
BA from McDaniel College in French,
minor in Business Administration
Five years Human Resources experience in
Commercial Real Estate
Pursuing General Management concentration



Daniel Ruiz **MBA Member**
BS from the University of Florida in Mech.
Engineering
Six years of experience in Real Estate Services
Played key role in the acquisition of a small
company
Pursuing Global Supply Chain Management
and Consulting concentrations



Stephen Stancil **MBA Member**
BS in Business from Wake Forest University
Four years financial services experience; most
recently as a personal banker for
Wachovia/Wells
Pursuing Corporate Finance and Global Supply
Chain Management concentrations



Porscha Armwood **BSBA Member**
B.S. in Business Administration,
Second Major Communication Studies
Summer Internship with NC General Assembly
Cofounded and spearheads charity showcase



Wes Wollard **BSBA Member**
B.S. in Business Administration,
with emphasis in Consulting
Summer internship experience with nonprofit
organizations in Panama and Washington,
D.C.
Directs a campus service organization

The STAR team was brought on to examine potential growth opportunities for YES!s Fee-for-Service Engagements

Key Question

How can YES! sustainably increase the revenue from 'Fee for Service' (FFS) to reduce reliance on restricted funding?

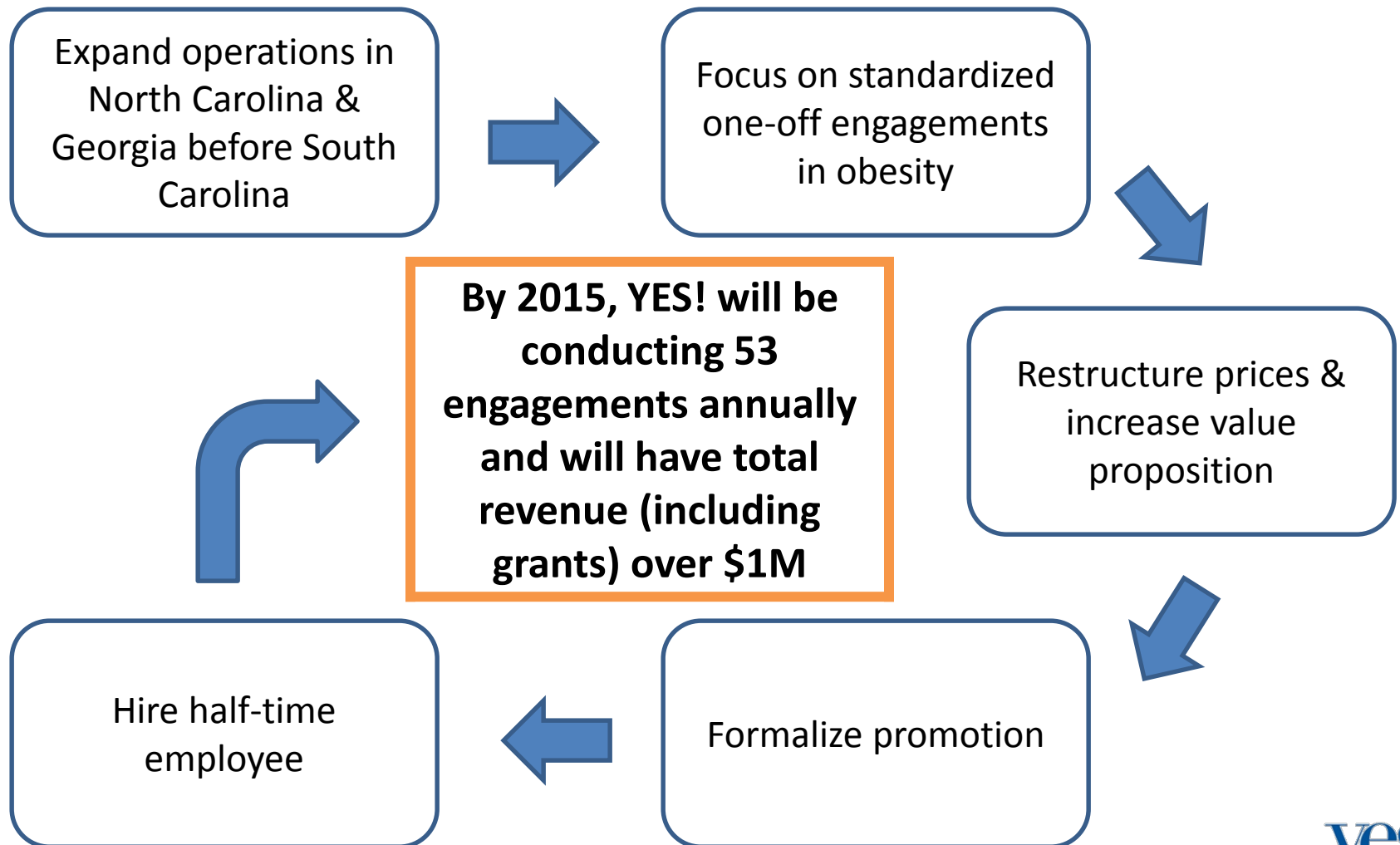
Approach

- Assessment of Market
- Product Review
- Evaluation of Internal Operations
- Benchmarking

Other Considerations

- Client Opinions
- Staff Opinions

To position for growth, YES! should formalize internal processes and standardize product, price and promotion



Data was collected from multiple sources

Primary Sources of Data

- **Internal Interviews**
 - (9 interviews with staff)
- **Subject Matter Expert Interviews**
 - (6 interviews with non-profit subject matter experts)
- **Partner Organization Interviews**
 - (14 interviews with previous clients)
- **Benchmarking Organization Interviews**
 - (7 interviews with organizations that provide Fee-For-Service products)
- **Advocacy Phone Survey**
 - (80 calls, 26 responses)

Secondary Sources of Data

- **Bridgespan: Nonprofit Funding Patterns Survey 2003**
- **2011 Nonprofit Technology Network Survey**
- **2011 Nonprofit Communications Survey**
- **SimplyMap demographic data**
- **Business Source Premiere**



Recommendation 1

YES! SHOULD FOCUS EXPANSION EFFORTS IN NC & GA BEFORE SC

Expansion
NC, SC, GA

One-Day
Obesity
Engagements

Price & Value
Proposition

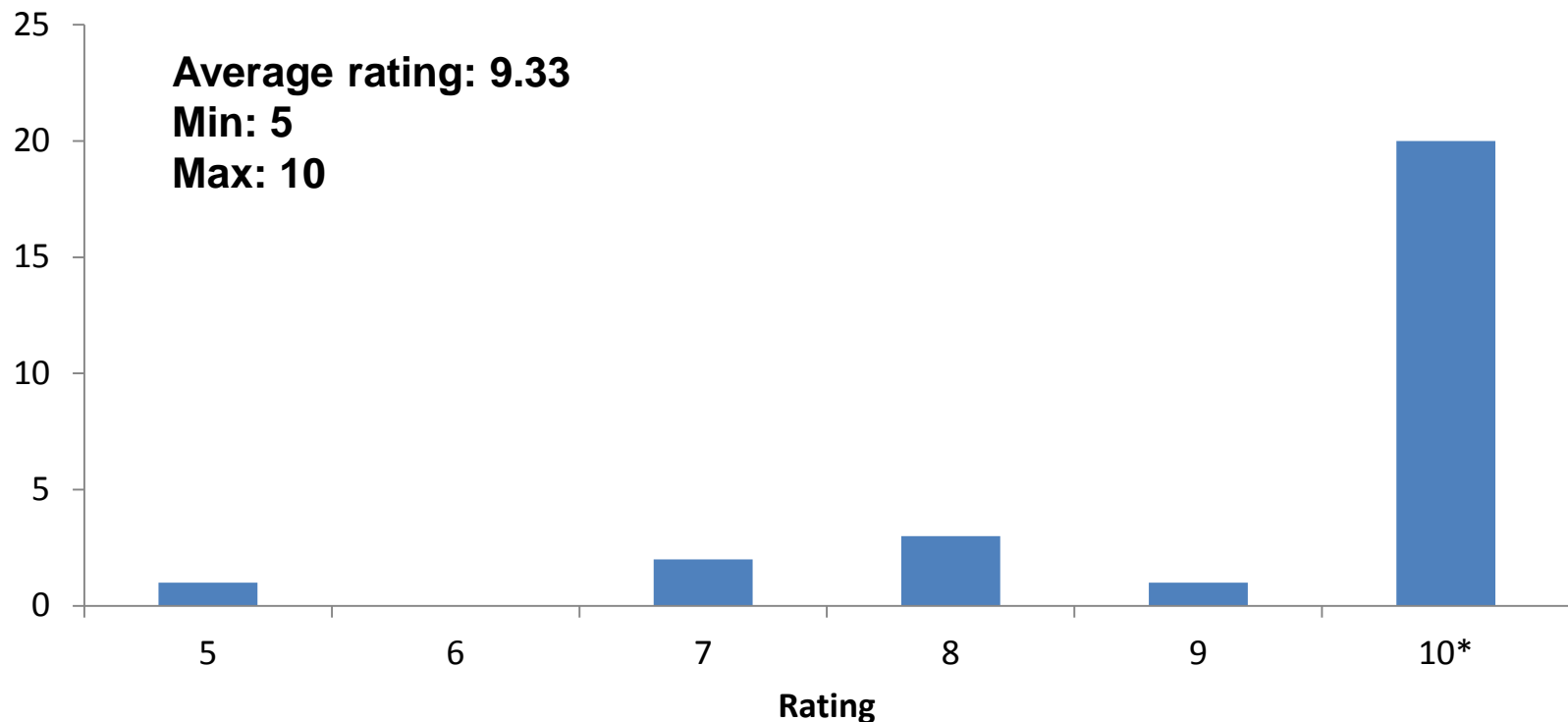
Promotion

Half-time
Hire

Timeline and
Risks

Exploratory surveys indicates common belief that use of Youth in advocacy efforts is beneficial

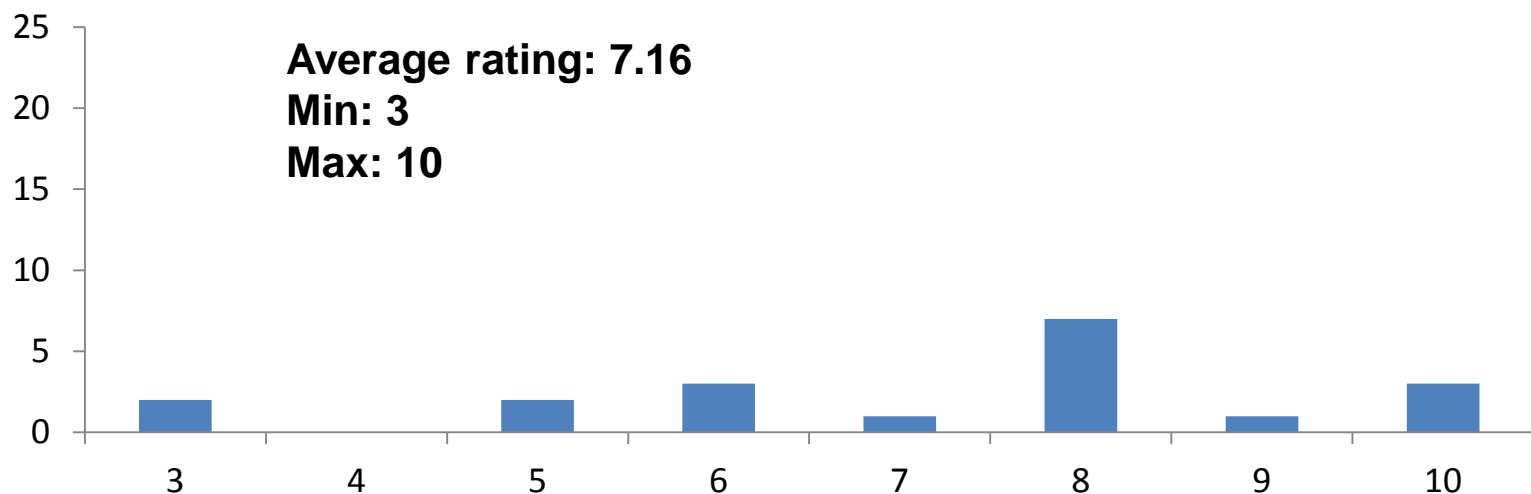
Ratings given in response to question : “How significant of an impact do you believe engaging youth would have on your advocacy efforts”



*Organizations that currently use youth in their advocacy efforts are counted as “10”

However, successful engagement of youth in advocacy efforts varies greatly

Ratings given in response to question : “How successful is your organization at engaging youth in advocacy activities?”



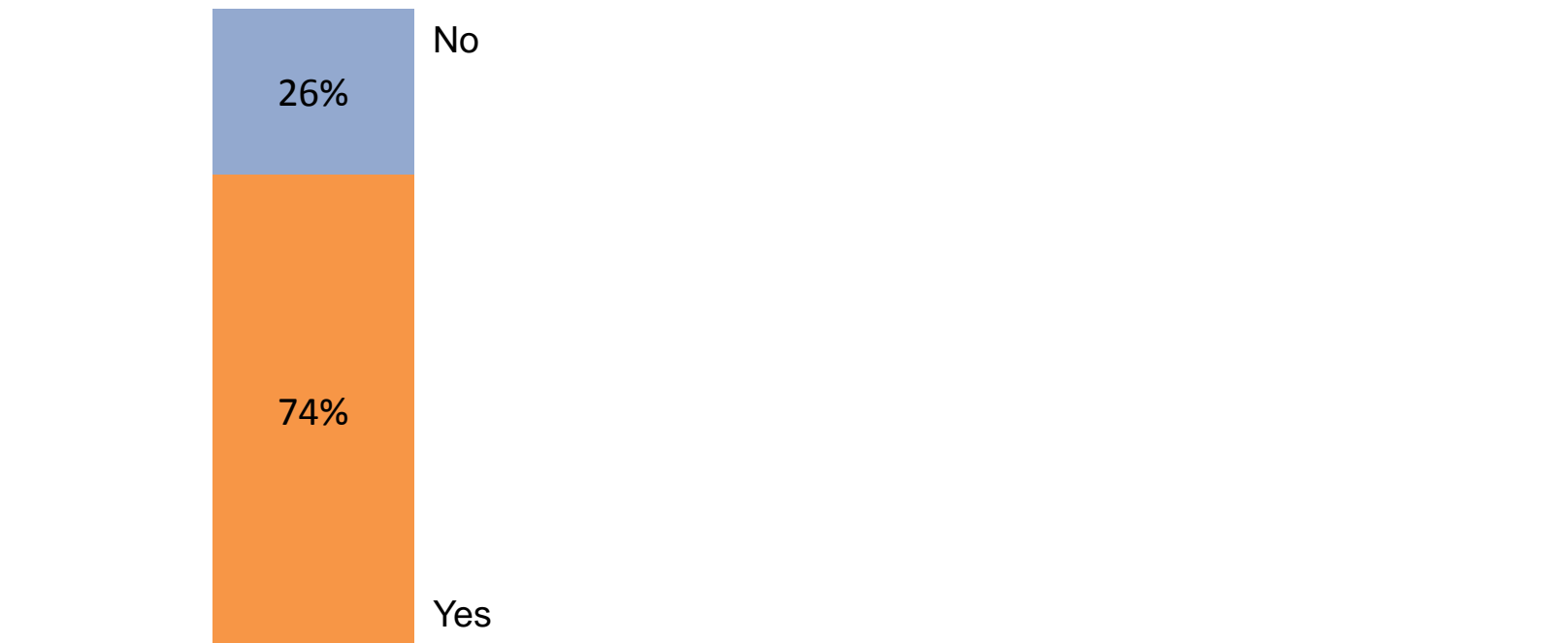
Youth Advocacy Activity	%
Posters/bake sales/car washes	13%
Letter writing campaigns	53%
Petition Drive/Rallies	42%
Visiting with decision makers (school board/city council/state legislator)	63%
Other*	58%

* Includes social media campaigns, writing news articles, door-to-door canvassing, needs assessment, house parties

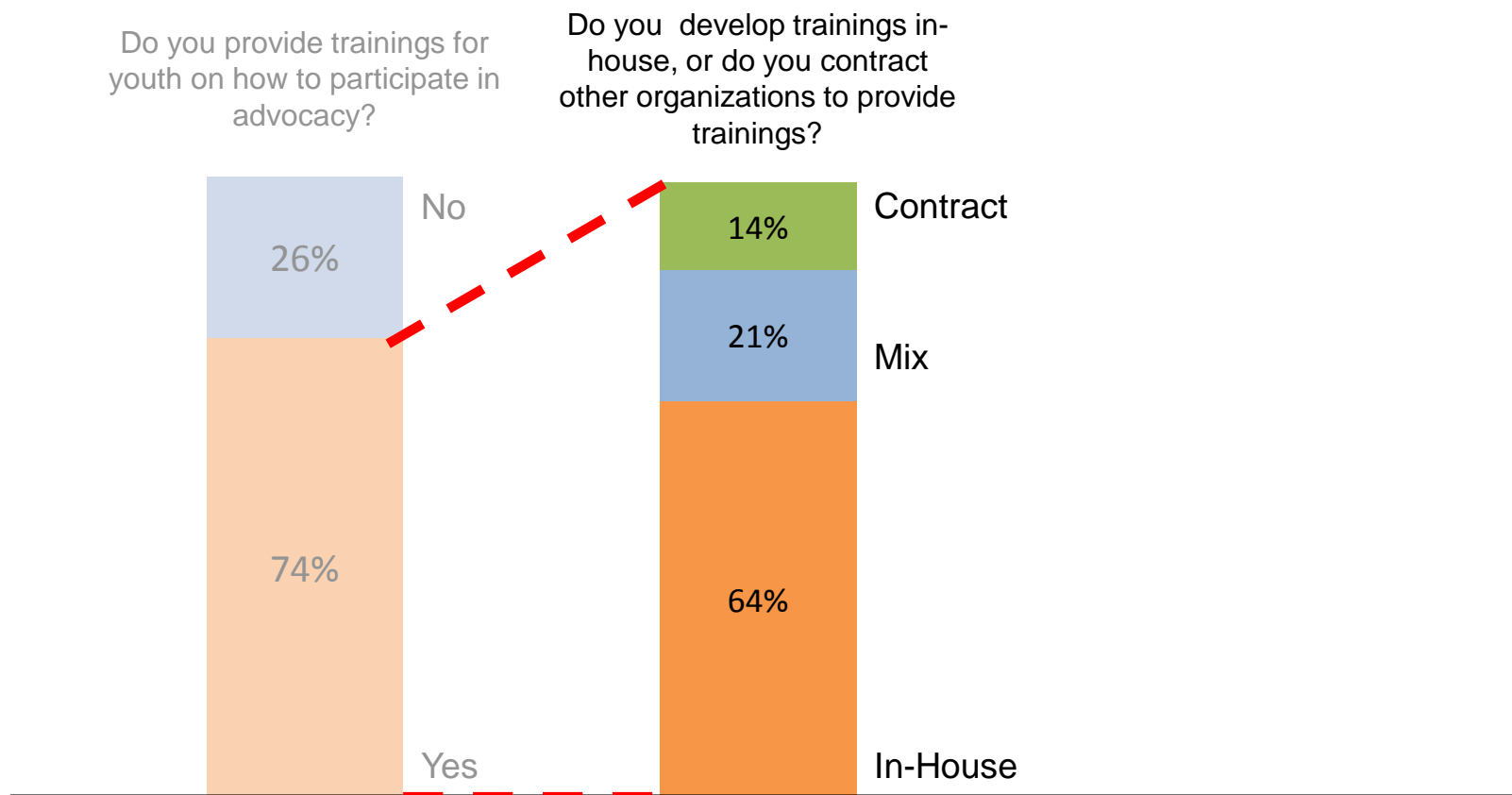
Most organizations that provide advocacy trainings develop these trainings in-house, but some would consider paying for trainings if it would improve effectiveness

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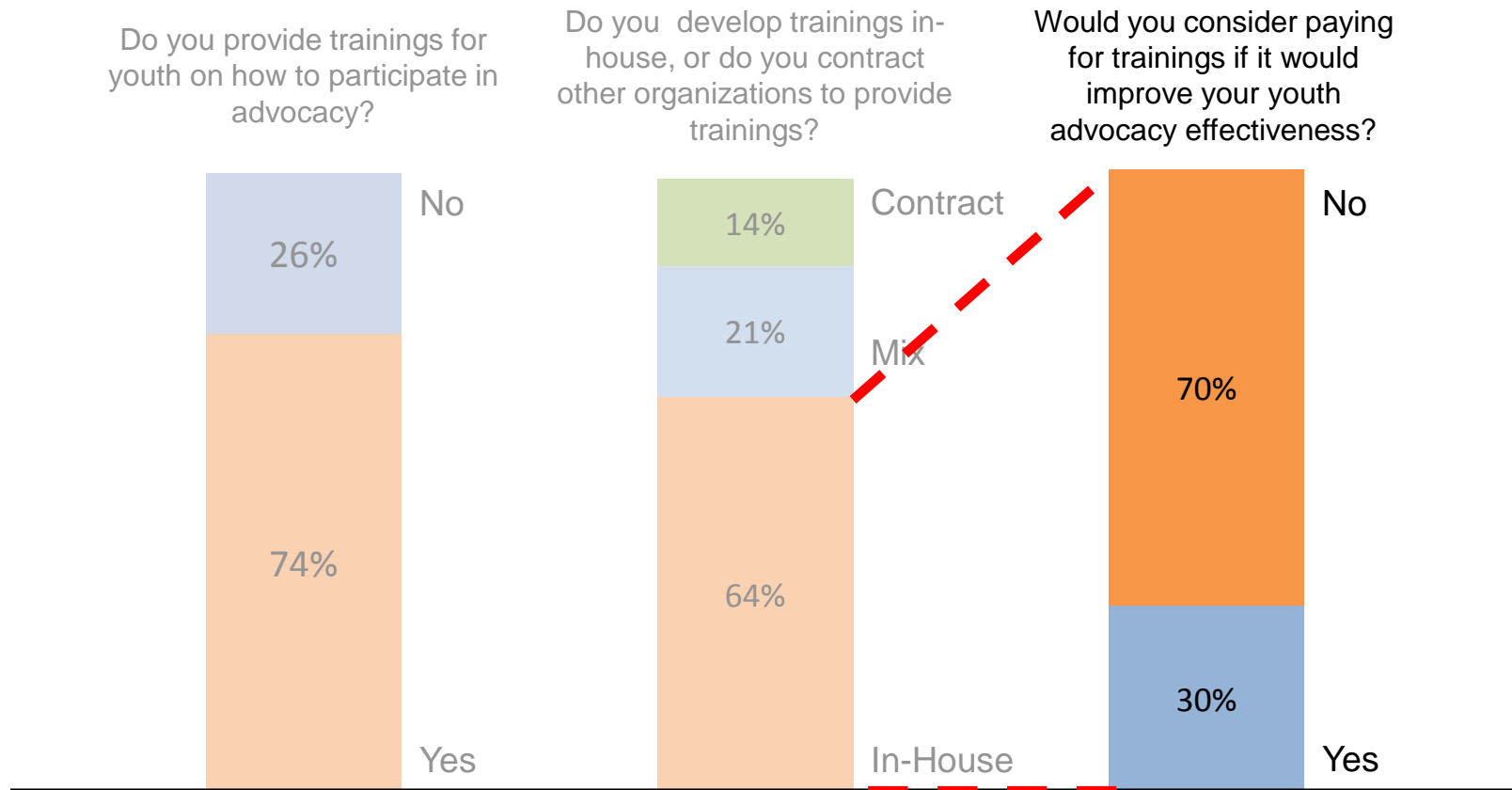
Do you provide trainings for youth on how to participate in advocacy?



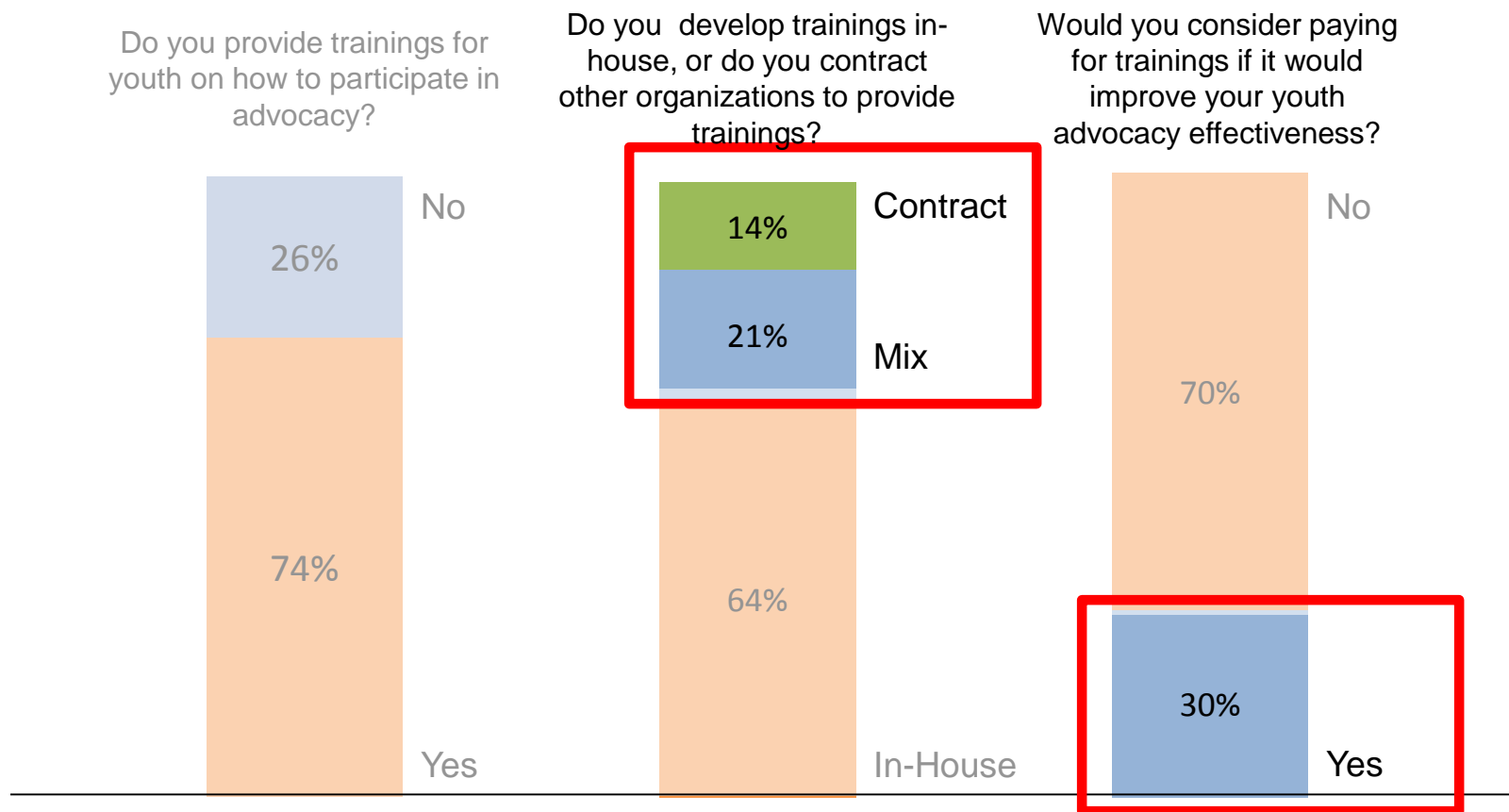
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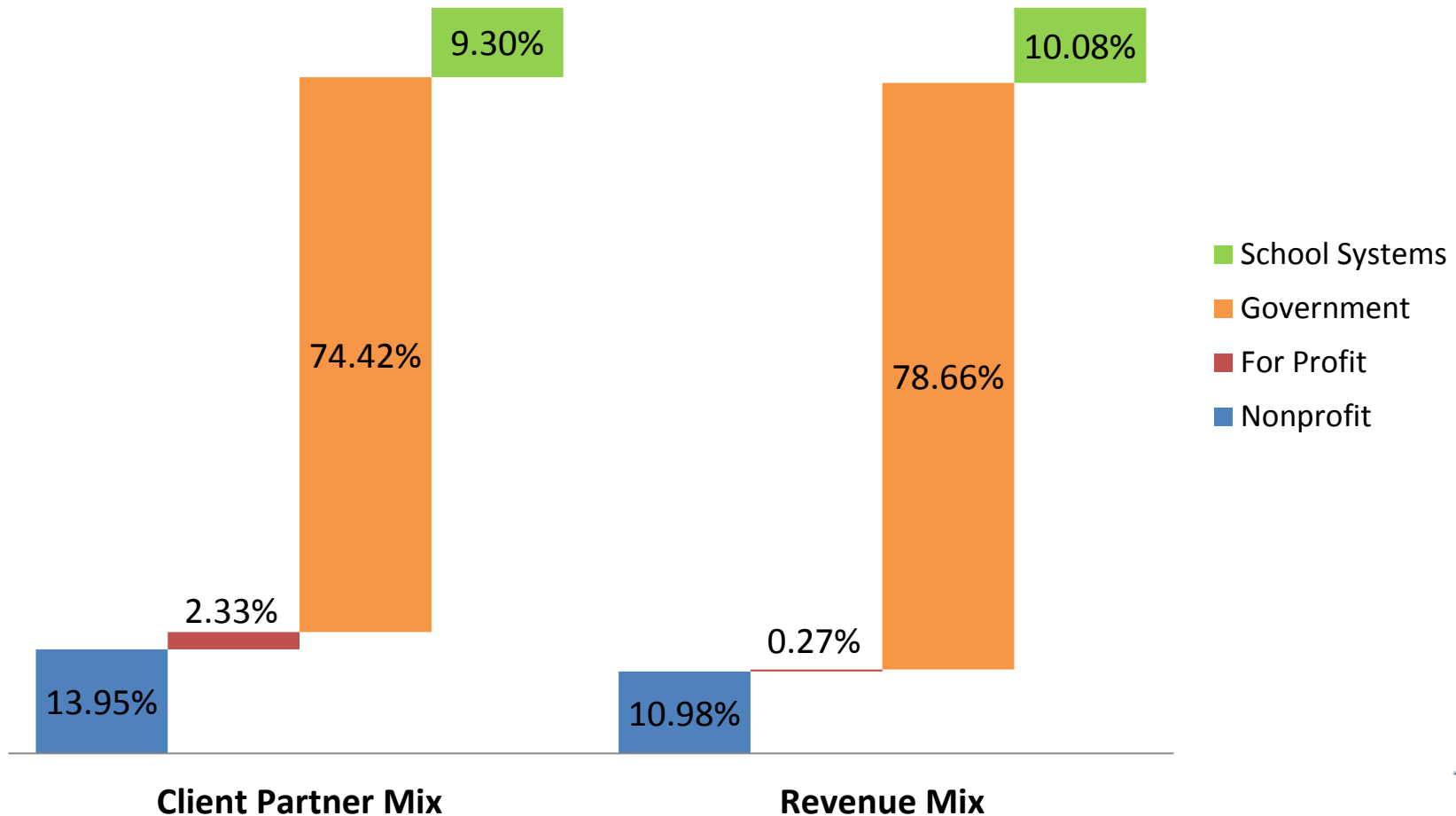


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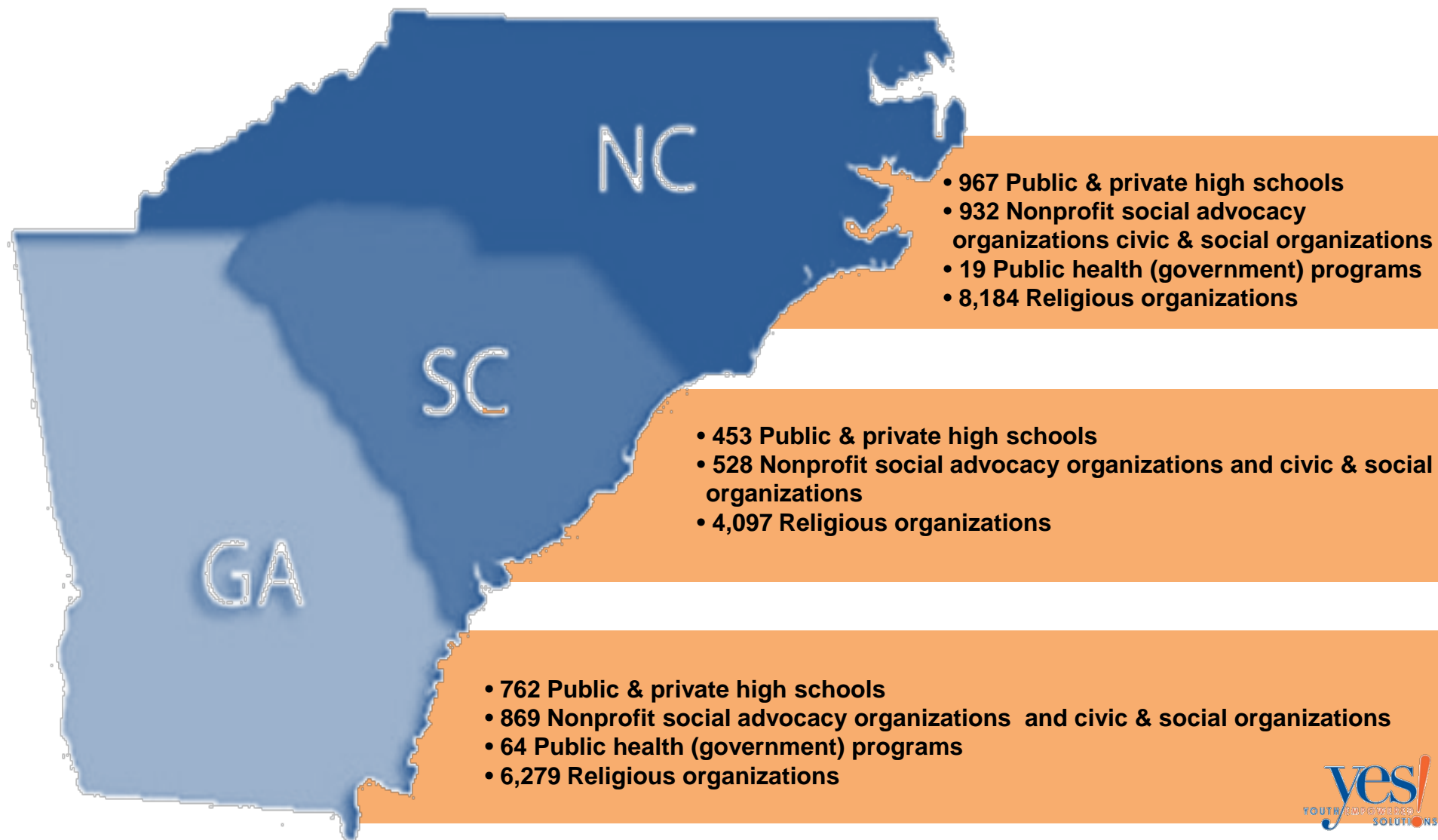


YES! has extensive experience contracting through government organizations and therefore should focus on expansion opportunity through similar partners

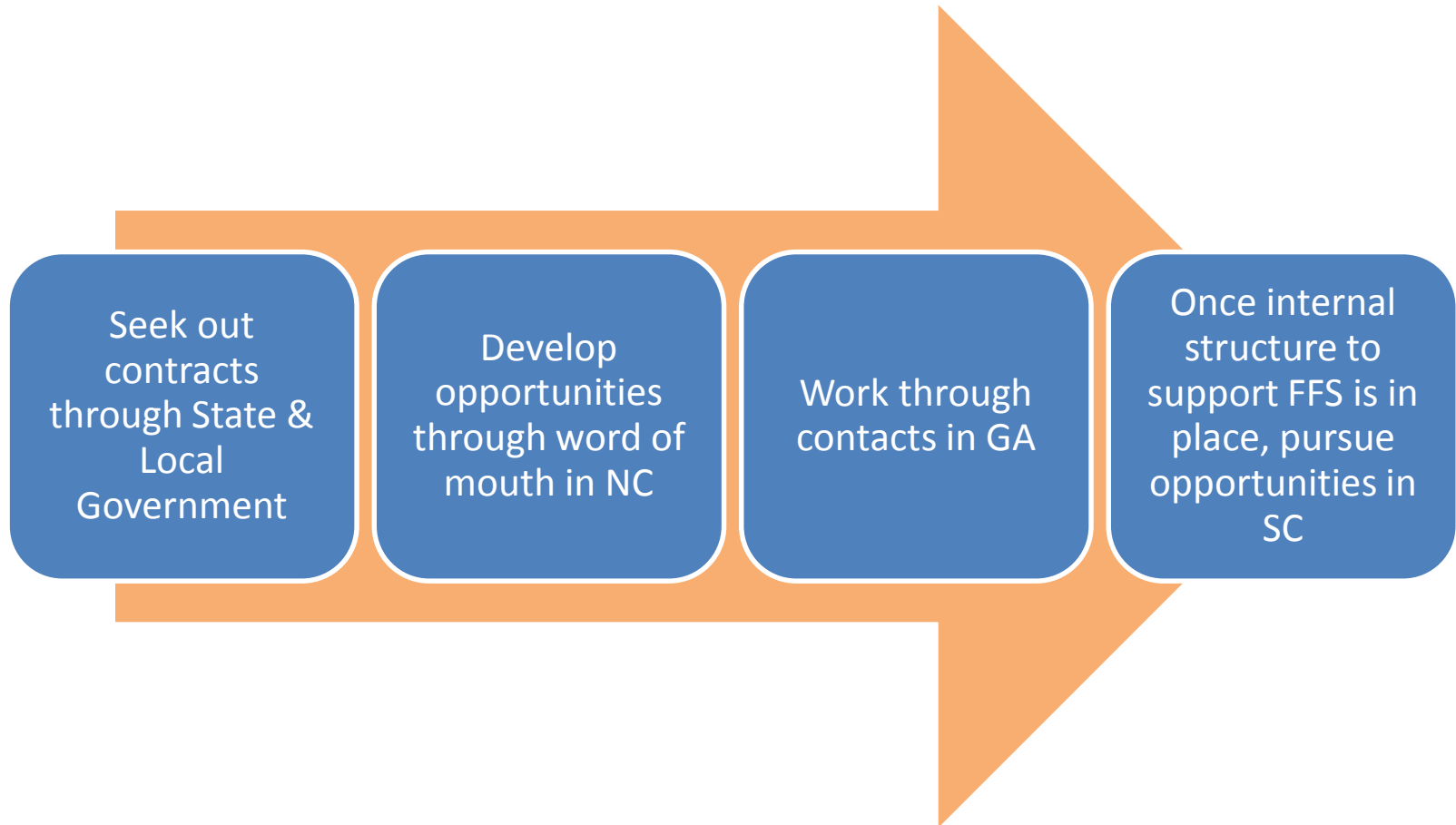
Categories of YES! previous clients



Over 4,500 organizations (not including religious organizations) are potential partners for YES! in the tri-state area



Organic growth by streamlining product offering and targeting known partners





Recommendation 2

YES! SHOULD FOCUS ON “ONE-DAY” ENGAGEMENTS AROUND OBESITY

Expansion
NC, SC, GA

**One-Day
Obesity
Engagements**

Price & Value
Proposition

Promotion

Half-time
Hire

Timeline and
Risks

“One-day” training engagements will provide more immediate returns than sourcing continuous consulting engagements*

*One-day is not necessarily a one-time engagement with the partner organization

One-day engagements
will be easier for
customers to fund

- 80% of youth services organizations have budgets less than \$1 million annually

One-day engagements
will be easier to
promote

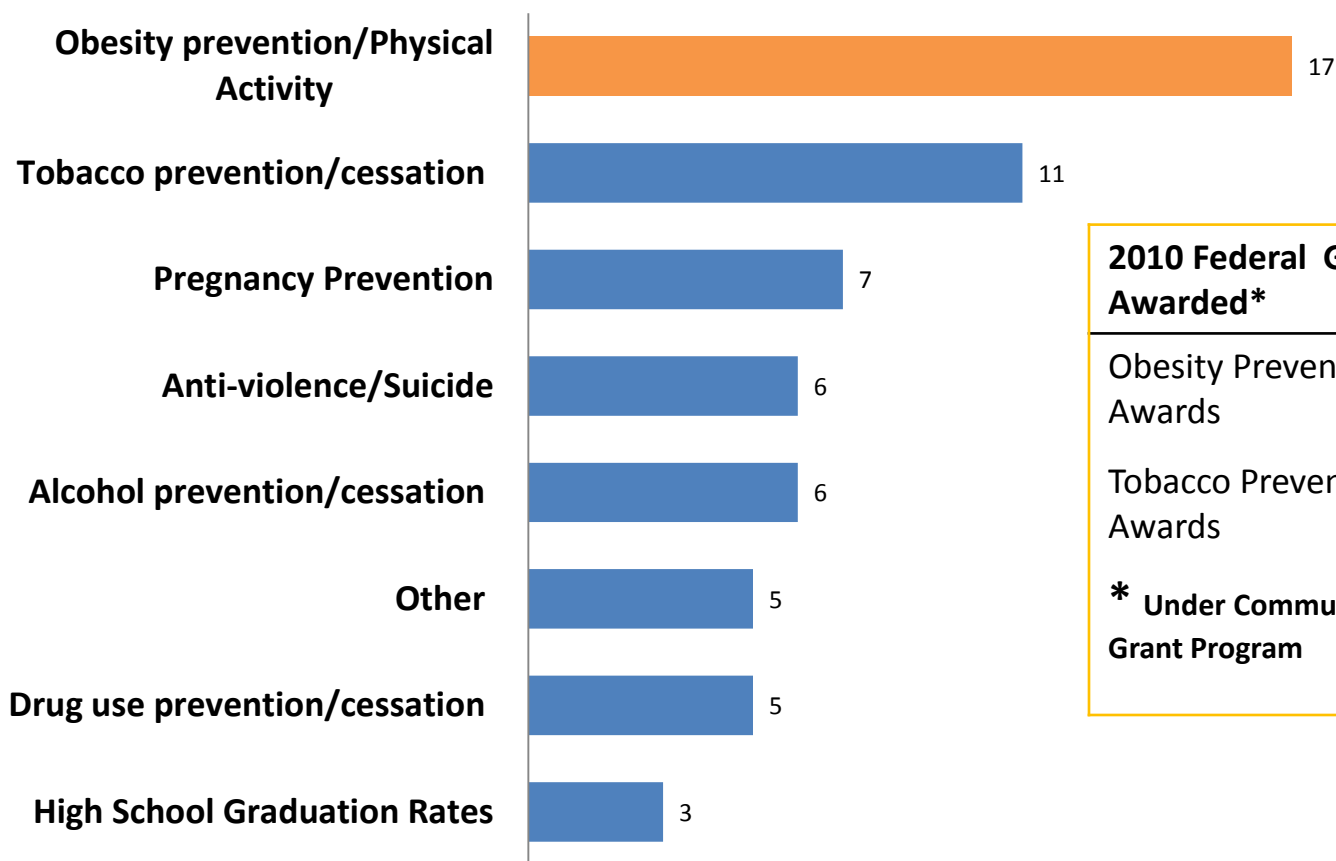
- These engagements have a simpler value proposition
- Organizations unfamiliar with YES! will be more comfortable with short term engagements

One-day engagements
will provide more
referral opportunities

- YES! can conduct a greater volume of one-day engagements
- More engagements increase the visibility of YES! and the FFS product

“One-day” engagements should focus on obesity prevention training

Number of surveyed organizations that work with youth on different topic areas



**2010 Federal Grants
Awarded***

\$372.8M

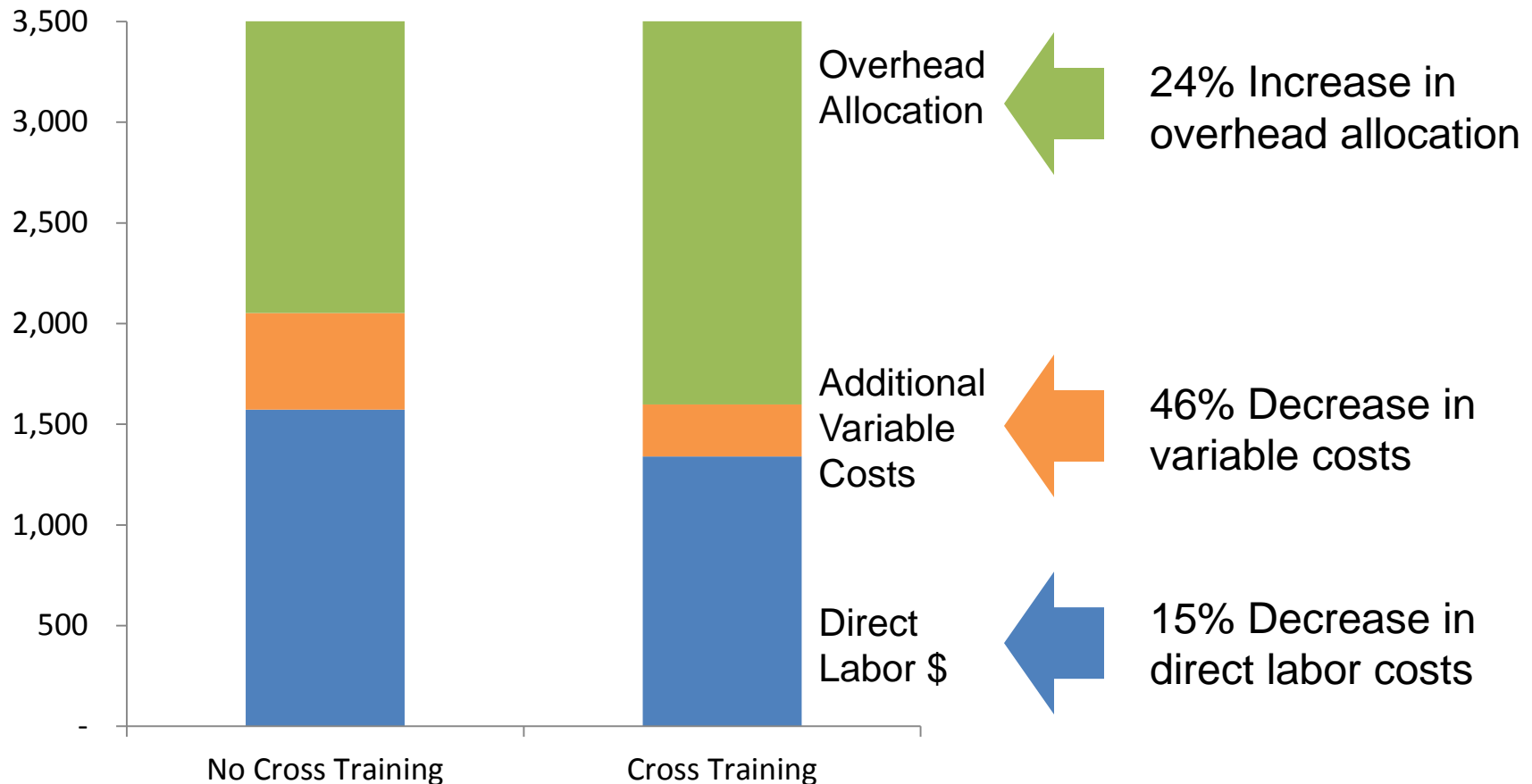
Obesity Prevention Awards \$230M (62%)

Tobacco Prevention Awards \$142.2M (38%)

*** Under Communities Putting Prevention to Work Grant Program**

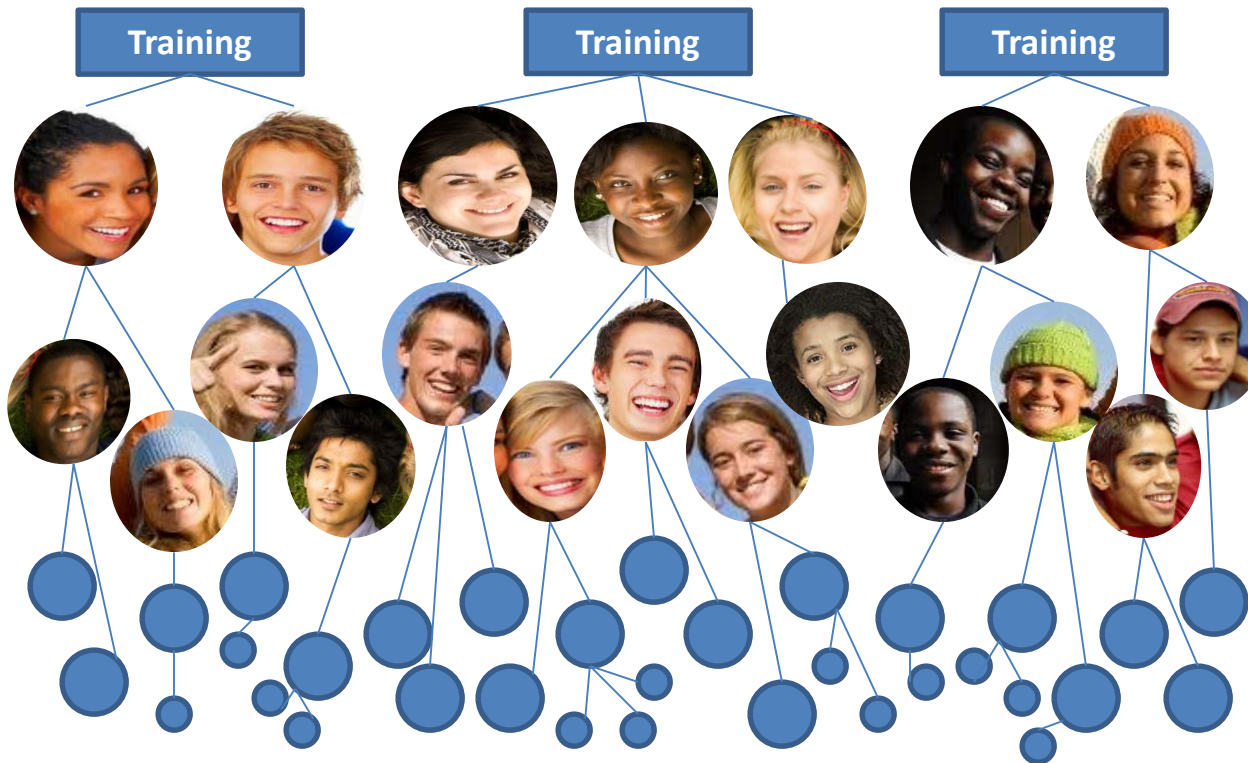
Focusing on one subject area will increase feasibility of cross-training youth and will improve margins

Increase in overhead covered with cross training



One-day's will increase youth base and provide additional revenue to support long-term meaningful operations

Mission Impact



Quickly build network of youth to further advocacy efforts.
Continue engagement of these youth through virtual technology.

Revenue Impact

Engagement	Contribution Margin*
NC Youth	41%
NC Adult	38%
GA Youth	39%
GA Adult	41%

* At upcoming proposed prices
~ 40% of price will be used to offset fixed costs currently covered by grants, freeing up funds for other projects



Recommendation 3

YES! SHOULD RESTRUCTURE PRICES AND INCREASE VALUE PROPOSITION OF FEE-FOR-SERVICE

Expansion
NC, SC, GA

One-Day
Obesity
Engagements

Price & Value
Proposition

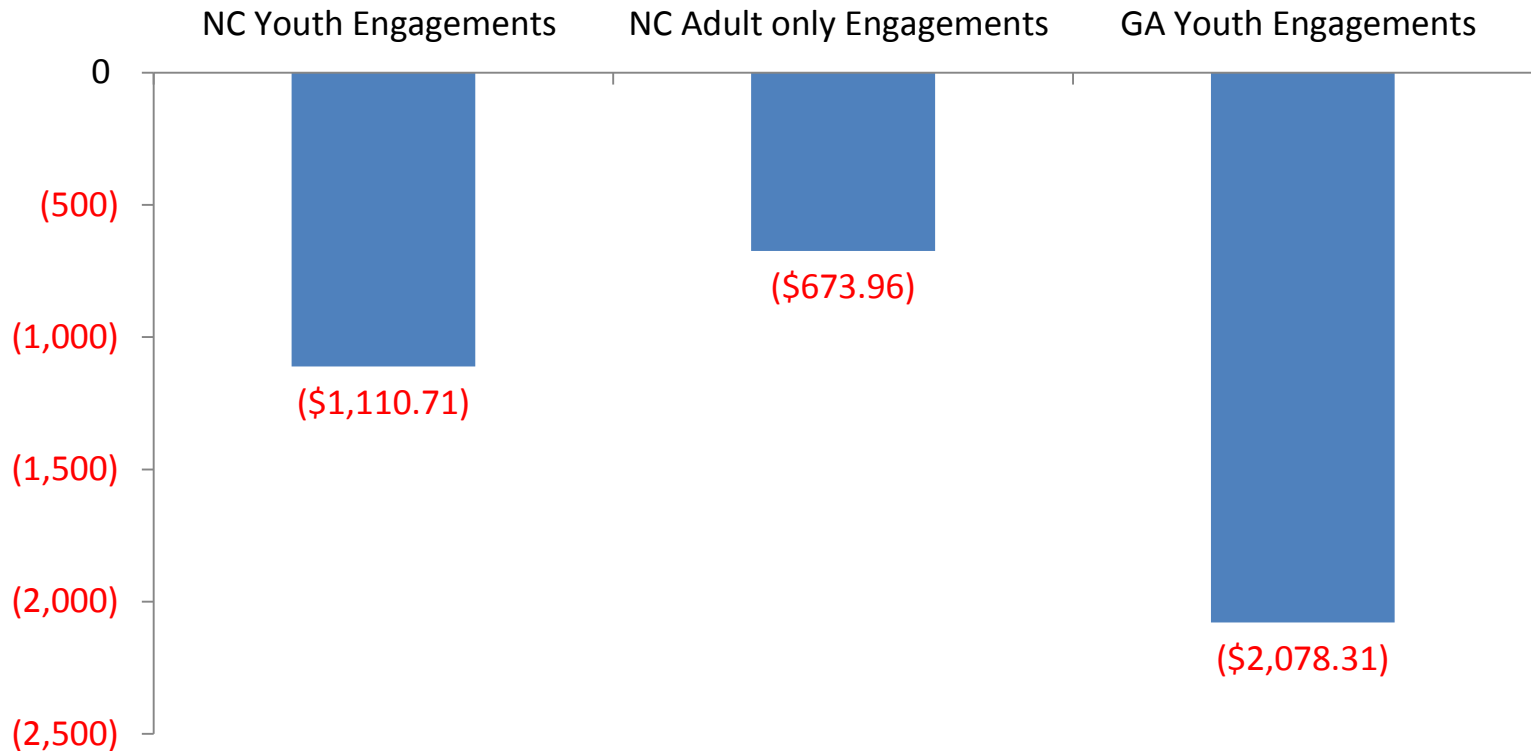
Promotion

Half-time
Hire

Timeline and
Risks

At current price levels YES! is not covering both direct and indirect costs

Net Loss Per Engagement (\$)



Losses on contracts have a big effect over the course of a year

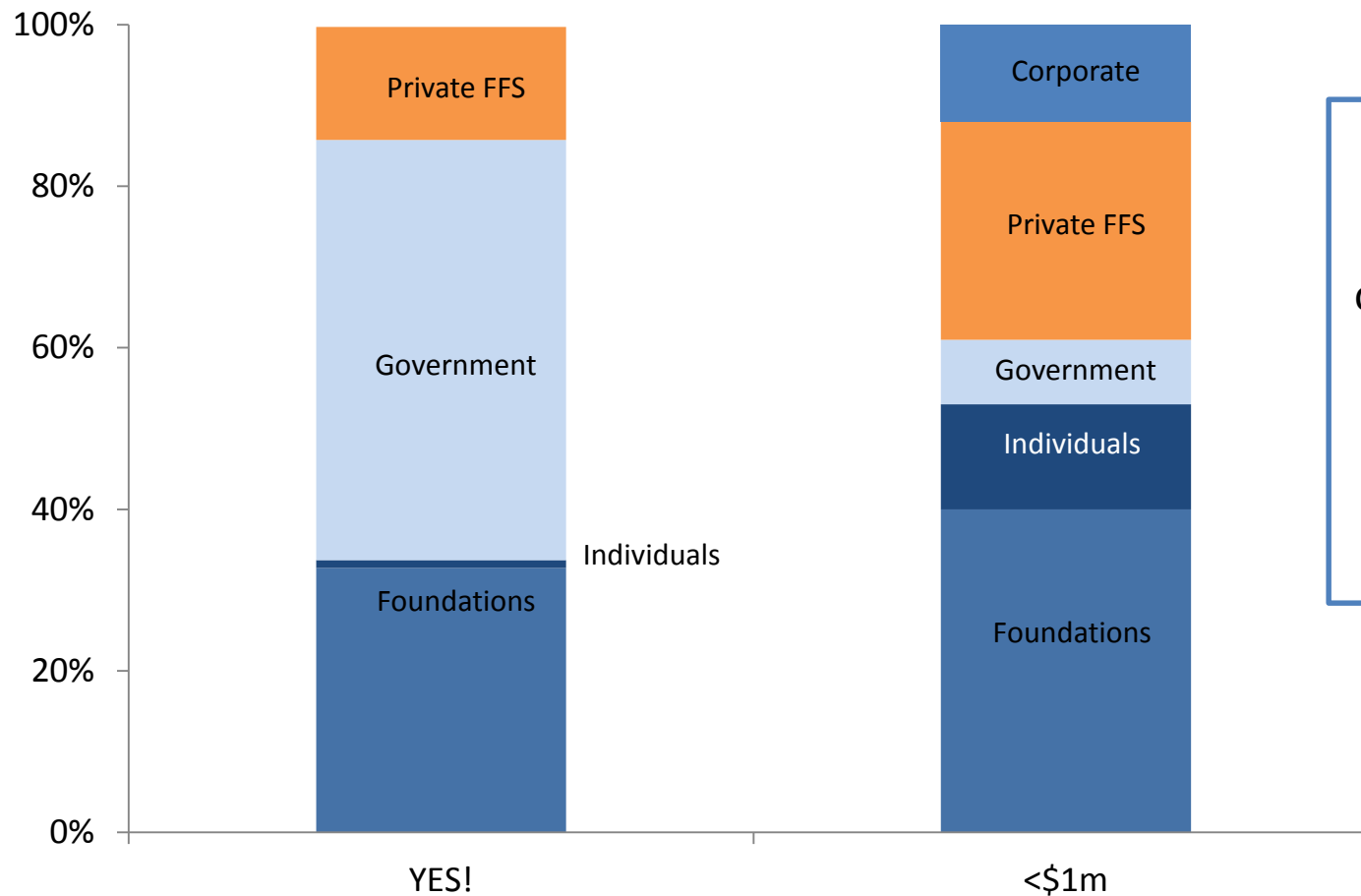
Type of project	Current Loss on Engagements	FY 2012 Projected # of projects	Potential Savings
GA youth	\$2,078.31	11	\$22,861.41
NC youth	\$1,110.71	18	\$19,992.78
NC adult	\$673.96	7	\$4,717.72
Total Potential Savings :			\$47,571.91

With a projected savings of over \$47K, YES! could fund other growth opportunities or offer additional support services

FFS accounts for 14% of revenue; industry average for youth services non-profit with budget <1m is 27%

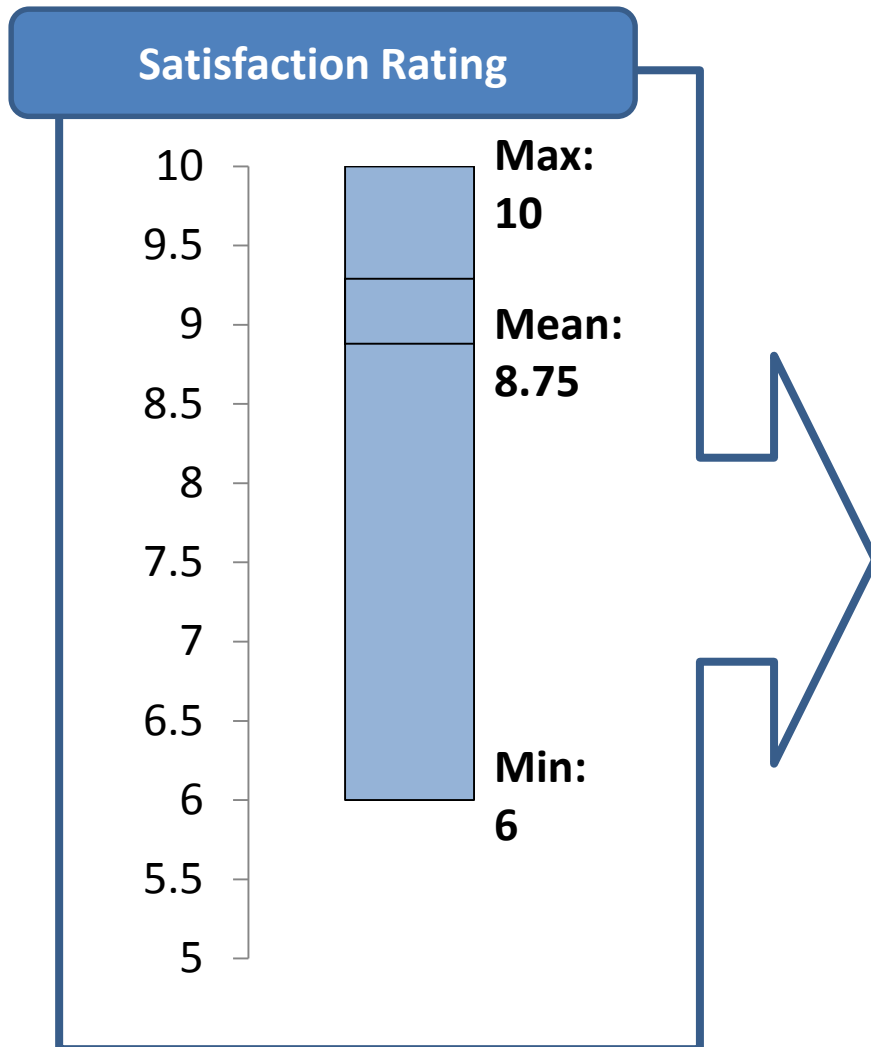
Average Revenue Mix of YES! vs. Sample of Youth Organizations

% of Revenue



Benchmark organizations have 4%-40% of revenue coming from FFS.

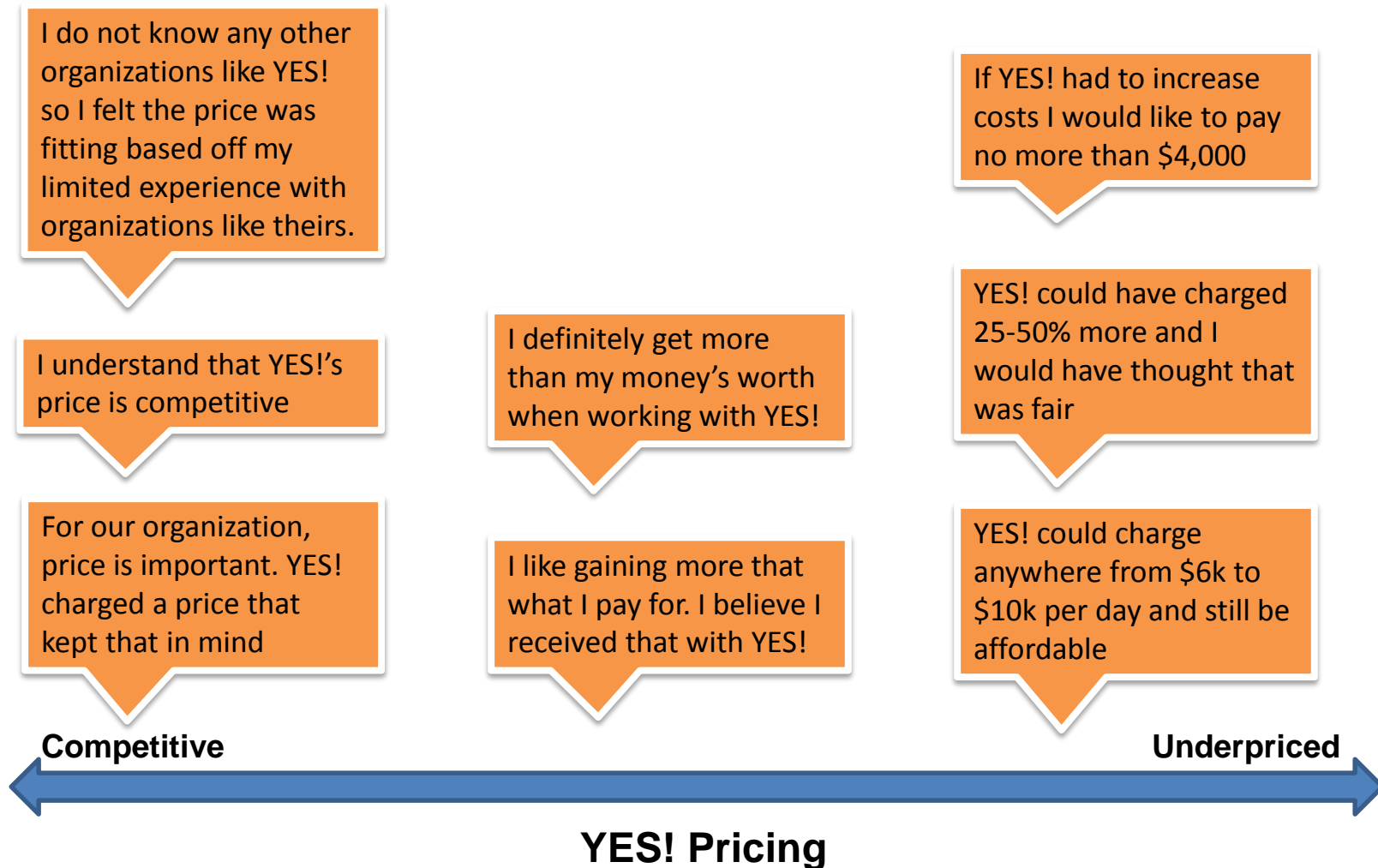
Currently partner organizations are very satisfied with YES! and feel they get more than what they pay for



92%

...of current or former clients feel that the value of the services YES! are above and beyond the price charged

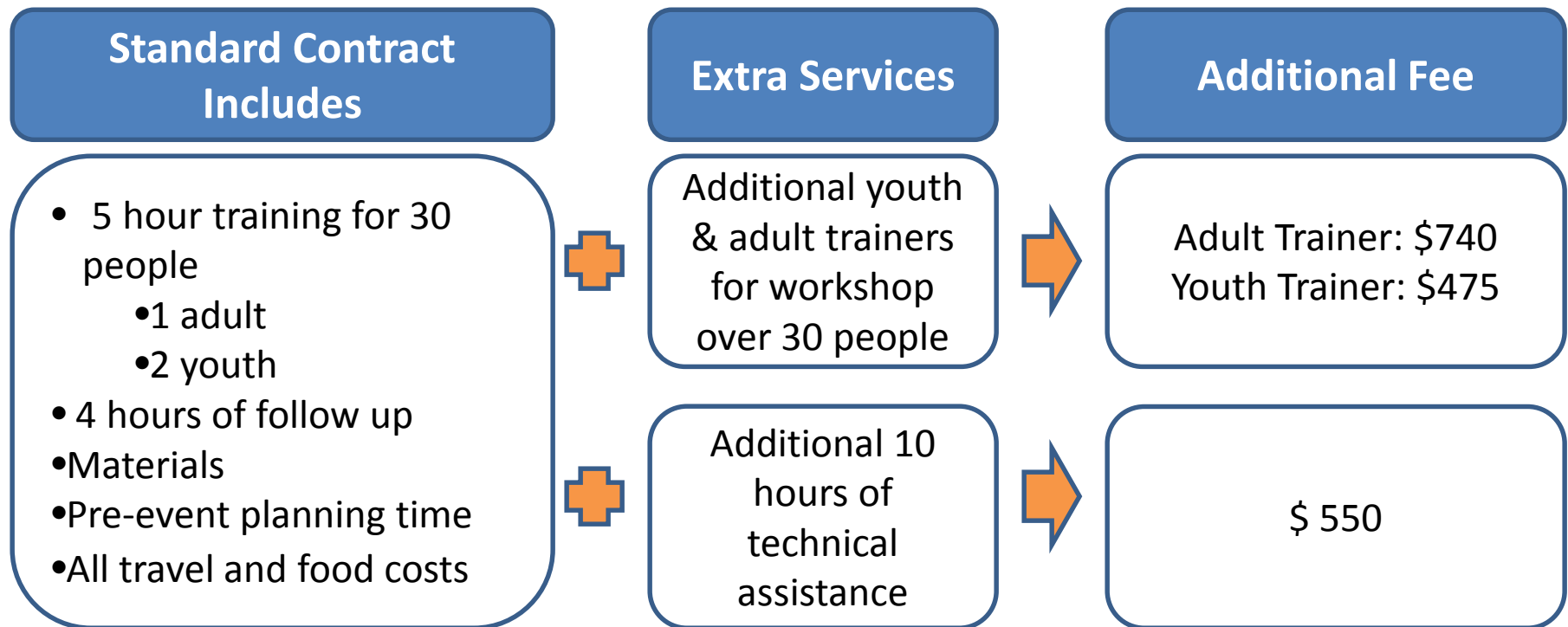
Current partners believe YES!'s price is fair, and exploratory interviews suggests YES! can raise prices to cover costs



YES! should charge \$3,500 per youth training and \$2,750 per adult training (for 30 people) in NC

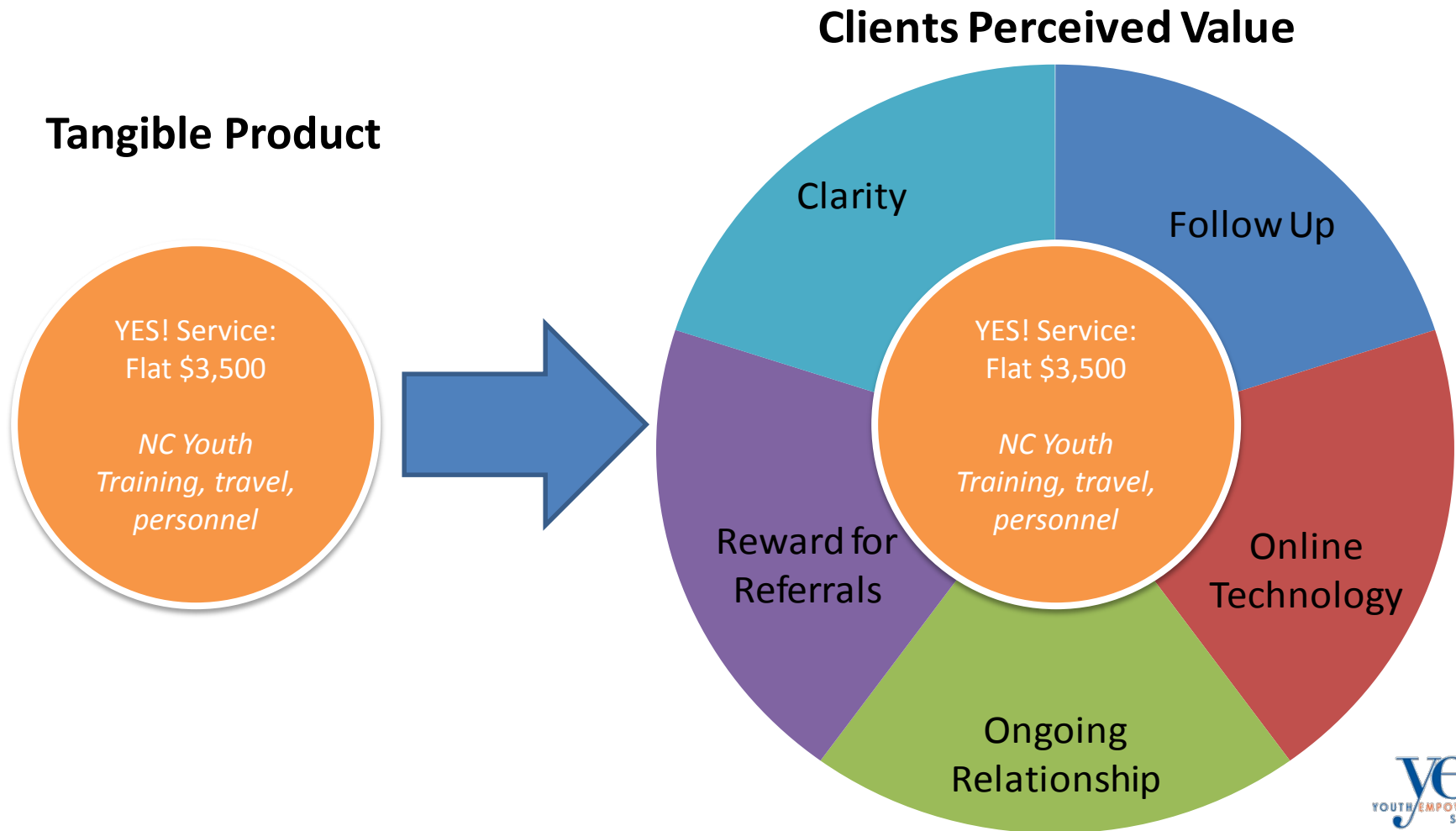
Organization	Audience	Standard	Number of People per training	Extra	Comparable total cost for 30 person training
YES! Adult	Adult	\$2,750	30		\$2,750
Center for Diversity	Adult	\$150 per hour (10 hour day)	30	Travel & Follow Up (4 hours is \$600)	\$2,600
Center for Nonprofit Mgmt	Adult	\$85 per person	10	Follow Up	\$2,550-\$3,000
SCCPTP	Adult	\$50 per person	30	Travel & materials	\$2,000-\$2,500
GUIDE	Youth/Adult	\$2,000	30	Travel	\$2,500
GCAPP	Youth/Adult	\$1,500	10-15	Follow up & Travel	\$3,500
YES! Youth	Youth	\$3,500	30		\$3,500

Stratified pricing will create a clear, but flexible system that allows for YES!'s sustainable expansion



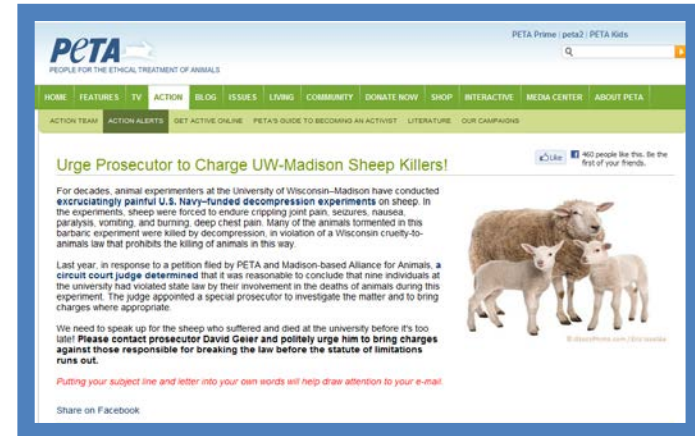
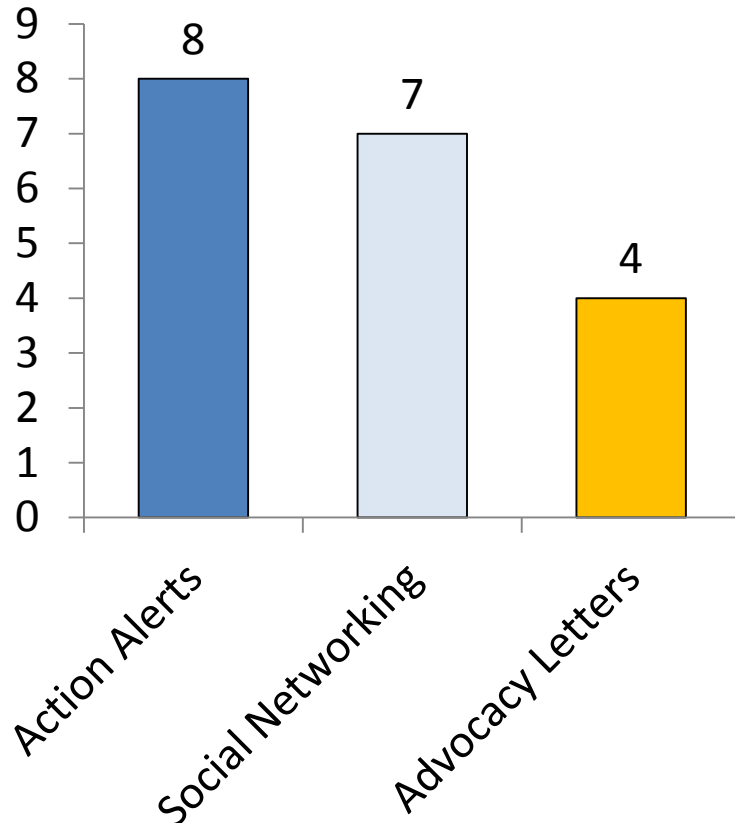
More standardized pricing **reduces time needed to prepare** contracts. Decreasing prep time will allow for **more time to pursue other opportunities**. This has the potential to reduce costs and raise revenue

With increased prices, however, YES! needs to increase value proposition through improved follow up and new technology to ensure continued client satisfaction



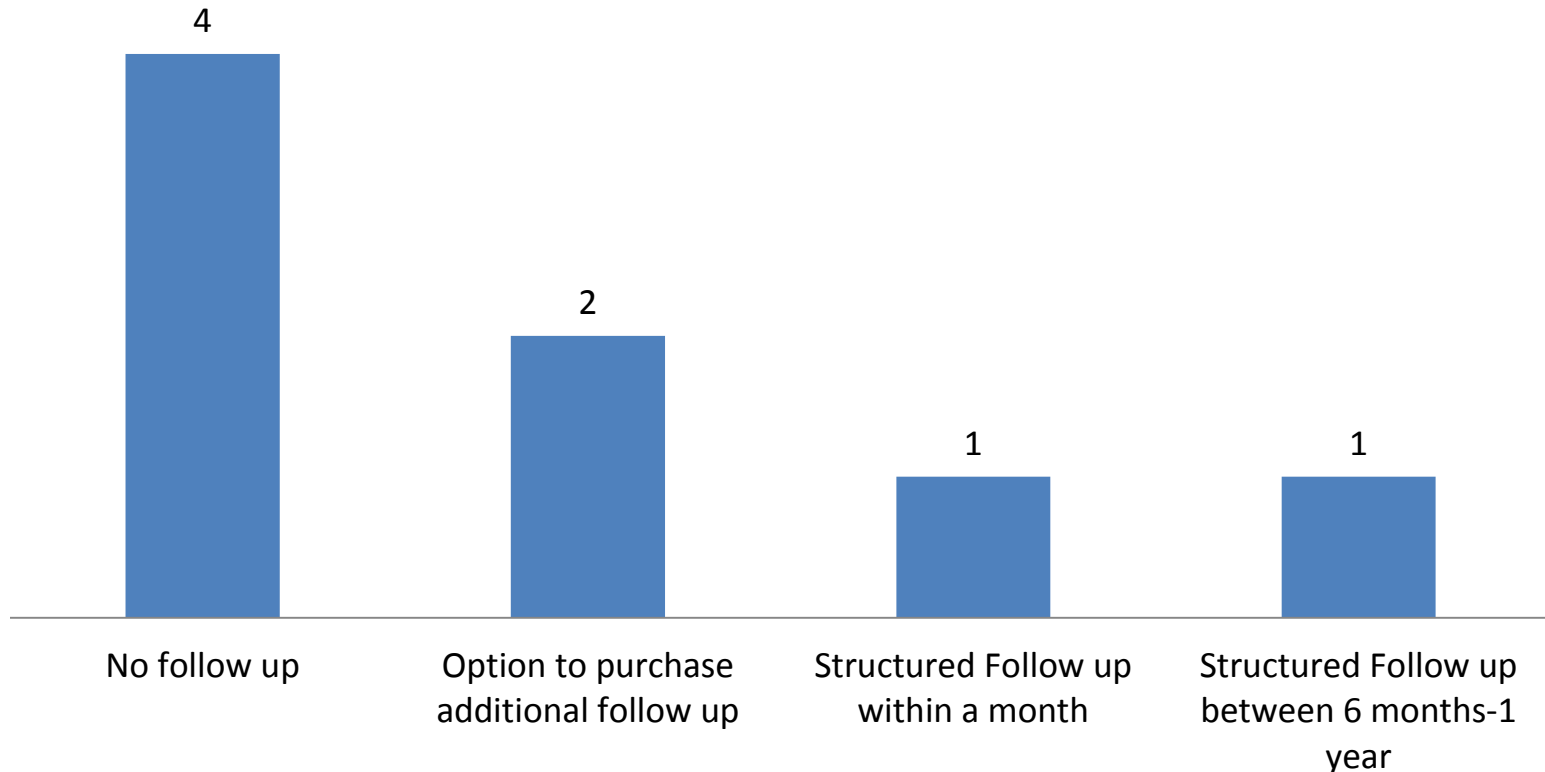
Use of technology will increase value proposition and bring YES! in line with other organizations that offer FFS

Form of Technology that current partners have indicated they would prefer:



Formalized follow up plan over 6-12 months will further contribute to the value proposition and differentiate YES! from other FFS organizations

Number of benchmarked organizations that provide follow up



YES! current situation



YES! proposed improvement



Recommendation 4

YES! SHOULD PROMOTE FEE-FOR-SERVICE

Expansion
NC, SC, GA

One-Day
Obesity
Engagements

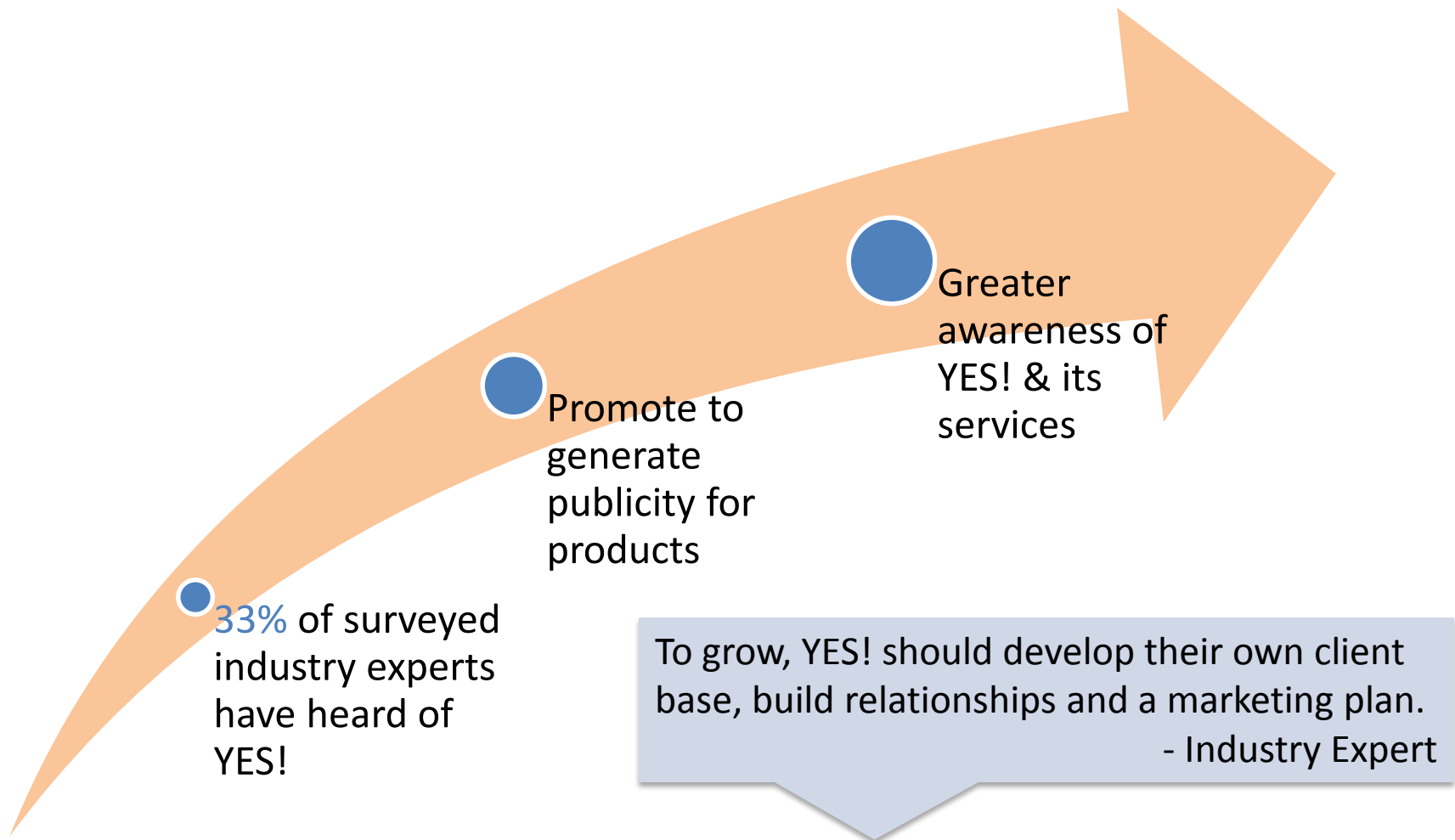
Price & Value
Proposition

Promotion

Half-time
Hire

Timeline and
Risks

Awareness of YES! and its services could be greater

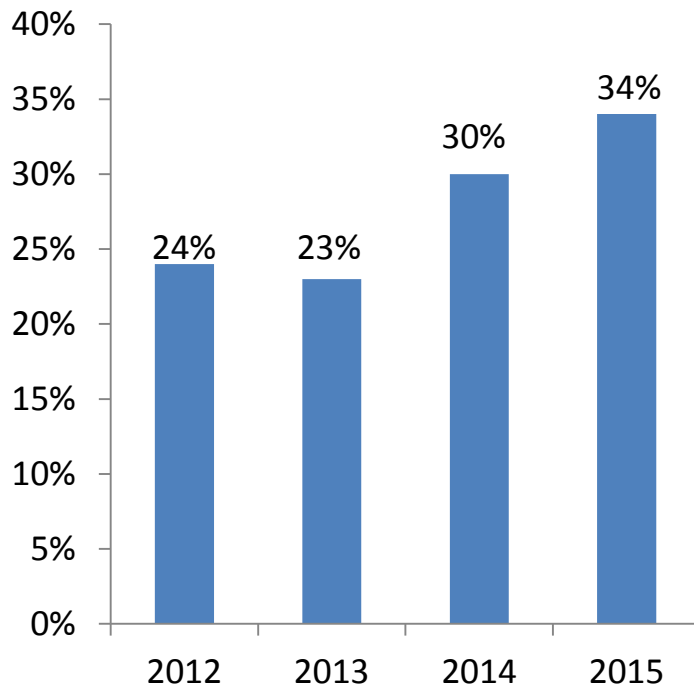


Comparable organizations promote their services through a multitude of different channels

Organization	Website	Referral Program	Materials at Conference/ Tradeshow	Flyers	Door-to-door sales person	Discount for Repeat Customers	E-mail Blasts
SCCPTP	✓	✓	✓	✓			✓
GUIDE	✓	✓	✓	✓		✓	
Catering for a Cause	✓	✓			✓		
TROSA	✓				✓		
Center for Diversity	✓		✓				✓
GCAAP	✓		✓			✓	
YES!	✓						

Future growth in FFS would allow marketing staff to spend more of her time promoting FFS

FFS Percentage of Total Revenue*



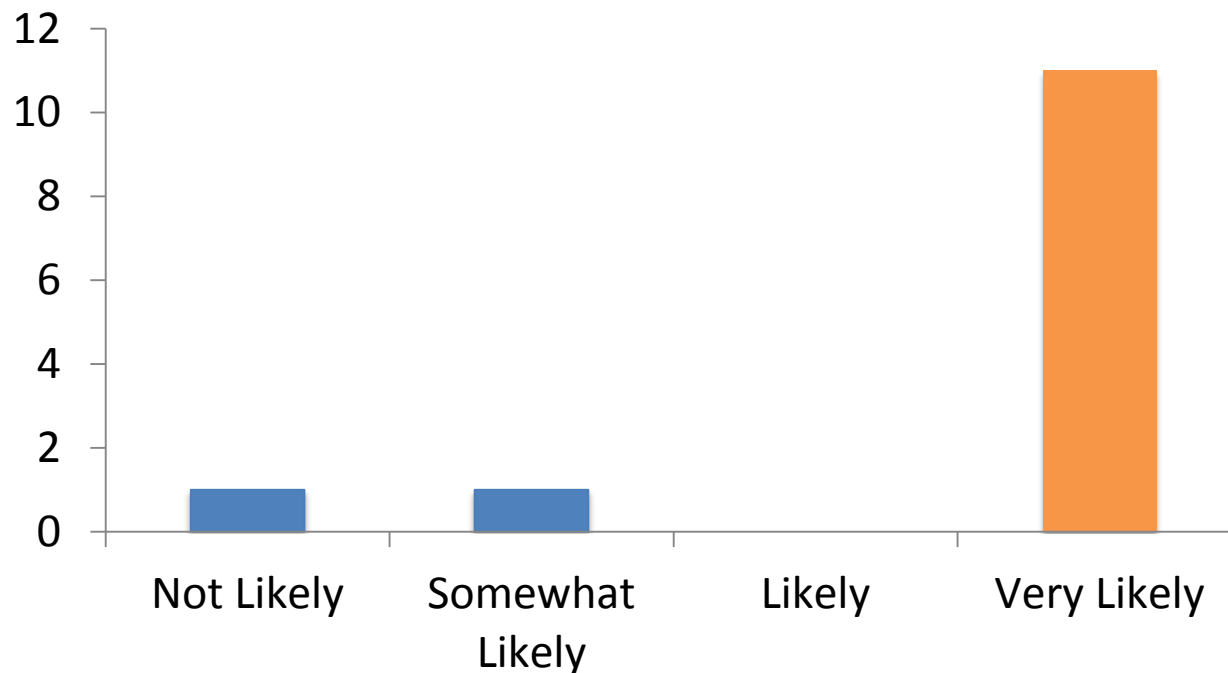
Year	FFS Percentage of Total Revenue	Potential portion of staff time per week
2012	**24%	9 hours
2013	23%	9 hours
2014	30%	11 hours
2015	34%	13 hours

** includes one-time Summit in GA

- Assumes 40% increase in FFS revenue through 2014 and 18% afterwards.
- Also assumes 3% drop in tobacco grant funding & 3% increase in obesity grant funding

YES! should request previous clients serve as a referral base

Client responses to “How likely are you to recommend YES! to another organization?”



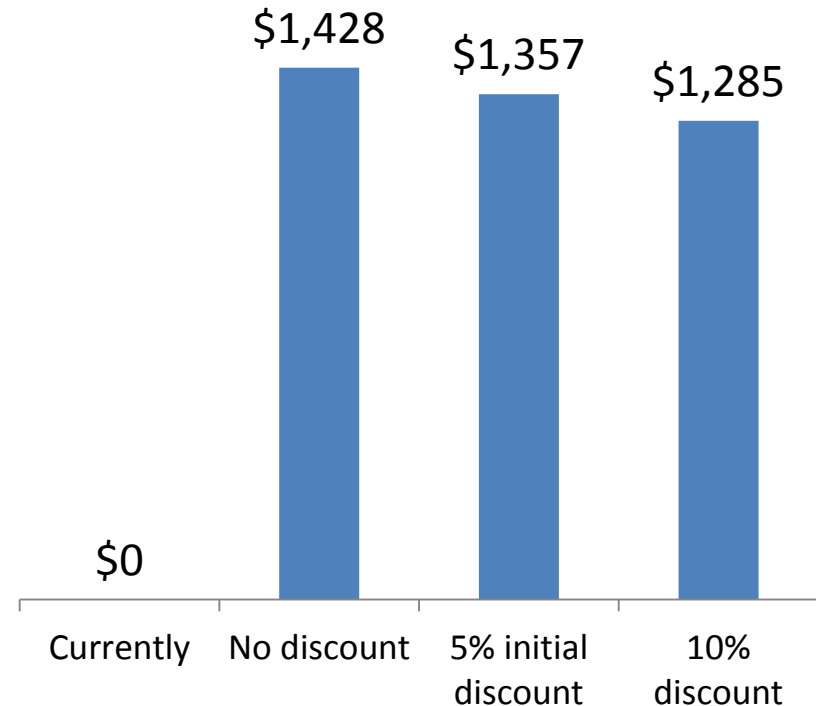
Currently only 10% of YES! clients indicate that they hear about YES! through referrals, but 92% are willing to refer YES! to others

If asking for referrals does not yield results, YES! should adopt formal referral/repeat customer program similar to that used by other organizations

Aside from a website, referrals are the #2 promotional mechanism for FFS amongst comparable organizations

- GCAPP and GUIDE provide discounts of 5% - 10% for repeat customers
- Proposed YES! discounts:
 - 5% off second engagement
 - 10% off third engagement, and every one thereafter
 - 10% off second engagement if organization refers another client that contracts with YES!

Overhead allocation from NC Youth Trainings FFS Revenue



* While the discount no longer covers all indirect costs, it does still cover variable costs and contributes to overhead costs

**\$1428 is the allocated OH per engagement



Recommendation 5

YES! SHOULD HIRE A HALF-TIME EMPLOYEE

Expansion
NC, SC, GA

One-Day
Obesity
Engagements

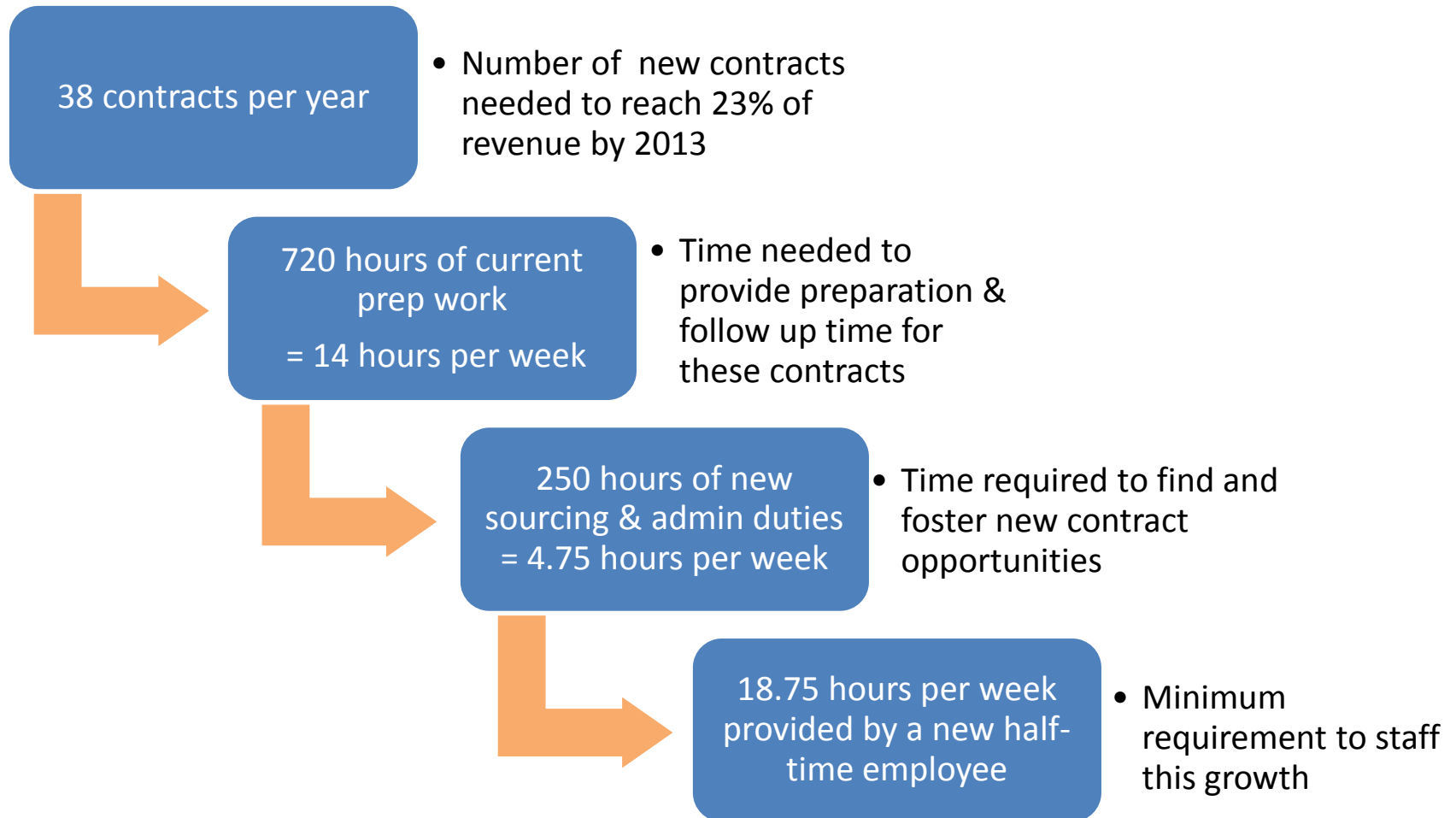
Price & Value
Proposition

Promotion

Half-time
Hire

Timeline and
Risks

To manage FFS to 23% of revenue by 2013 will require at least one half-time person



Organizations that provide similar trainings have on average one person dedicated to FFS whose salary is split between grant funding and FFS



SCCPTP

- Two dedicated FFS employees
- One trainer, one coordinator
- Grant and FFS funded



GCAPP

- One dedicated FFS employee
- Grant and FFS funded



GUIDE, Inc.

- One full-time FFS employee
- Seasonal FFS employees
- Seasonal employees fully funded by FFS

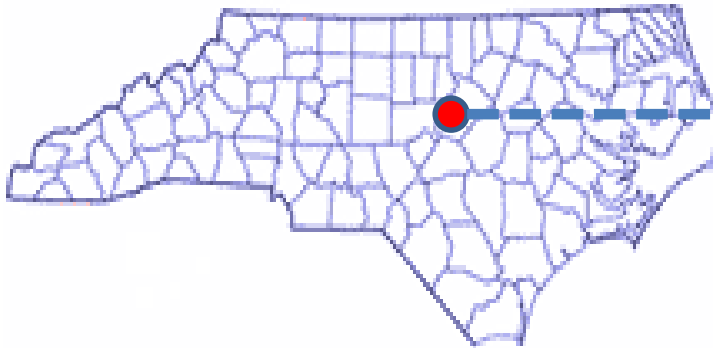


Center for Diversity Education

- No dedicated FFS employee (only one full-time staff member)

Hiring a half-time employee to support FFS will minimize risk of funding an entire salary through FFS.

The half-time new hire will be responsible for administration of the FFS contracts



Half-time position based in Raleigh

- Provides client continuity throughout the engagement
- Consolidates FFS responsibilities
- Clarifies internal FFS process

Generating Awareness

Contact potential leads for new FFS business

Responsible for implementing promotional strategies

Able to easily explain FFS value proposition

Client Contact

Lead client through planning process

Act as liaison between customer and group leader

Assign or conduct follow up services

Manage expectations

Program Administration

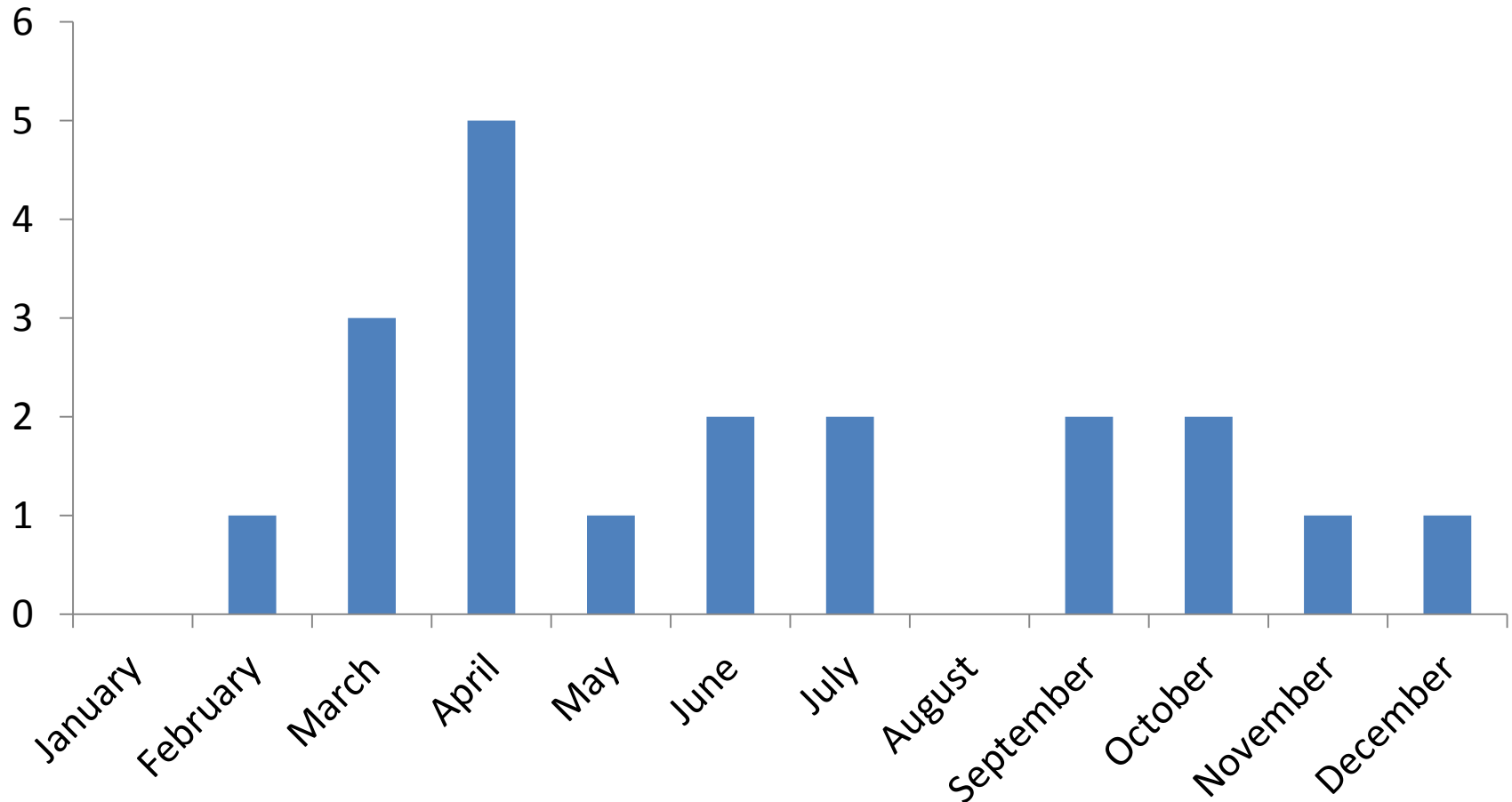
Designate and coordinate project teams

Manage FFS resources and materials

Track client referrals

In the interim, hire an intern to be responsible during peak contract times (March-April)

Historical # of YES! FFS contracts per month





IMPACT & IMPLEMENTATION TIMELINE

Expansion
NC, SC, GA

One-Day
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Hire

Timeline and
Risks

One Year Implementation

	Expected Costs	Months 1-4	Months 5-8	Months 9-12	Months 12+
Institute Standardized Pricing	N/A				
Develop Promotional Materials	\$2,000				
Roll-out Referral Program	N/A				
Develop Web Portal and Material	\$2,000-5,000				
Cross -Train Teams in Obesity	\$10,500				
Hire Intern	\$1,875				
Hire Half-Time Employee	\$21,500				

YES! Risks associated with growing FFS

INTERNAL RISKS

Increased number of contracts will increase planning time

Staff burnout from overtime

Confusion about purpose of FFS

Mitigation

- Restructure internal operations
- Standardization will decrease planning time
- Grant funded staff only responsible for trainings portion of FFS not for client support

EXTERNAL RISKS

Increased promotion will not yield desired results

Demand will decrease with price increase

Clients may feel YES! operates as a for-profit organization

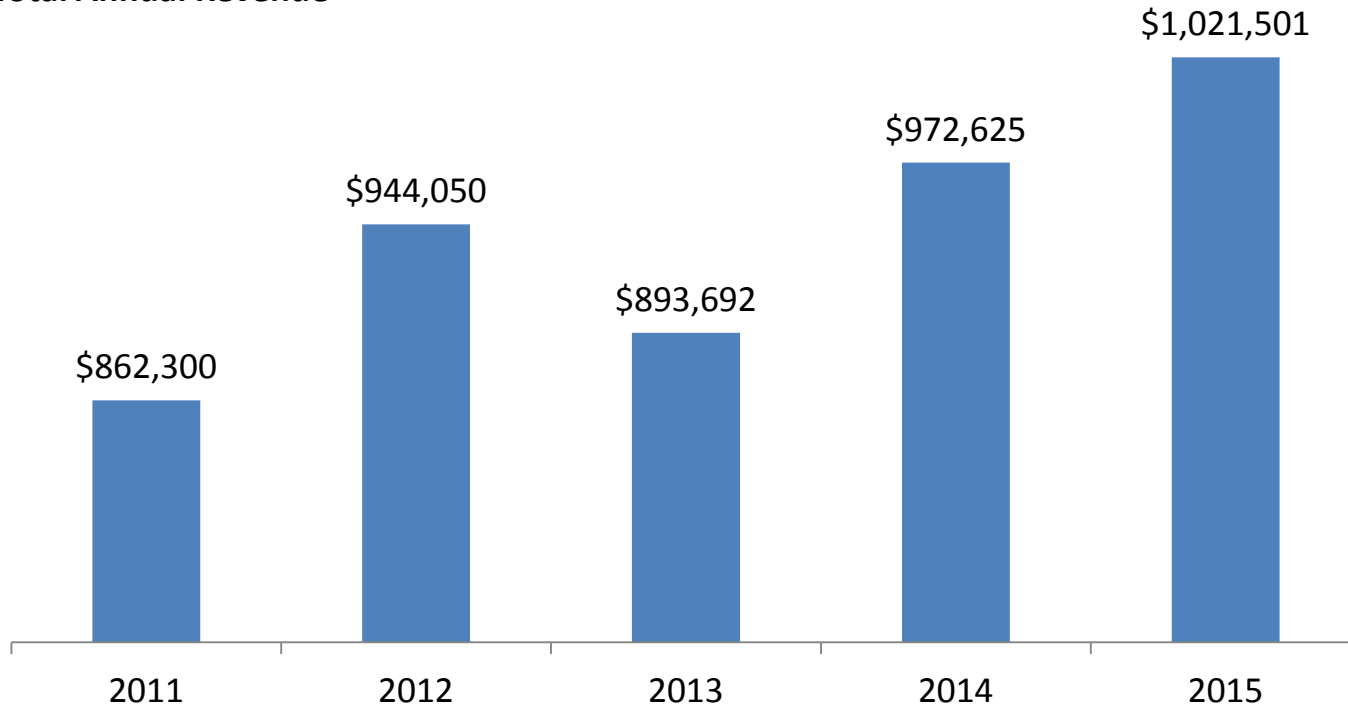
Client resources may be limited: technology, capabilities, time

Mitigation

- Promotion spending tied to revenue generated for FFS
- Price discounts for multiple engagements
- Clearly communicate to clients the increase is to cover total costs
- Follow up with the client will be to the extent which the client desires

At average growth, top line impact over 4 years is increase in revenue of 18.5%

Total Annual Revenue



At 40% growth in FFS YES! will break the million mark in FY2015 despite decreasing grant funding

Sensitivity analysis reveals revenue potential between \$918K and \$1.09M in 2015

Decrease in Tobacco Grant Funding	Increase in FFS Revenue			
	30%	40%	45%	50%
-2%	\$986,212	\$1,033,365	\$1,058,251	\$1,084,010
-4%	\$962,726	\$1,009,879	\$1,034,765	\$1,060,525
-6%	\$940,199	\$987,352	\$1,012,238	\$1,037,998
-8%	\$918,610	\$965,763	\$990,649	\$1,016,409

Final Thoughts

- Increased FFS revenue will reduce reliance on grant funding

- Increased FFS revenue can be achieved by focusing expansion in one subject area, formalizing product, price and promotion and restructuring internal operations

- However, FFS revenue growth will not completely offset the rising costs of non-FFS work and the decreasing grant revenue

- YES! should not shift the entire funding model to FFS, but should focus on supplementing grant revenue with revenue from FFS to expand its mission's impact



APPENDIX

Revenue:

- [Assumptions](#)
- [Pro Forma \(Projected\) 2011-2015](#)
- [Net Revenue \(Projected\)](#)
- [Pro Forma \(No New Hire\) 2011-2015](#)
- [Net Revenue \(No New Hire\)](#)
- [Pro Forma \(Grants Constant\) 2011-2015](#)
- [Net Revenue \(Grants Constant, new hire\)](#)

Costs:

- [NC Youth Cost Projections](#)
- [NC Adult Cost Projections](#)
- [GA Youth Cost Projections](#)
- [GA Adult Cost Projections](#)
- [NC training revenue shortfall](#)
- [GA training revenue shortfall](#)
- [Costs of social media](#)
- [Savings through cross training](#)

Internal Opinions:

- [Internal views on long term vs. short term engagements](#)
- [Internal views on overtime](#)
- [Internal views on the role of FFS](#)
- [Internal views on the feasibility of Cross-Training](#)

Promotion & Referral Program

- [Google grants application](#)
- [Value of referred client](#)
- [Reasons for choosing YES!](#)

Surveys

- [Market survey](#)
- [Previous Partner Survey](#)
- [Industry Expert Interviews](#)
- [Benchmarking Interviews](#)

Assumptions

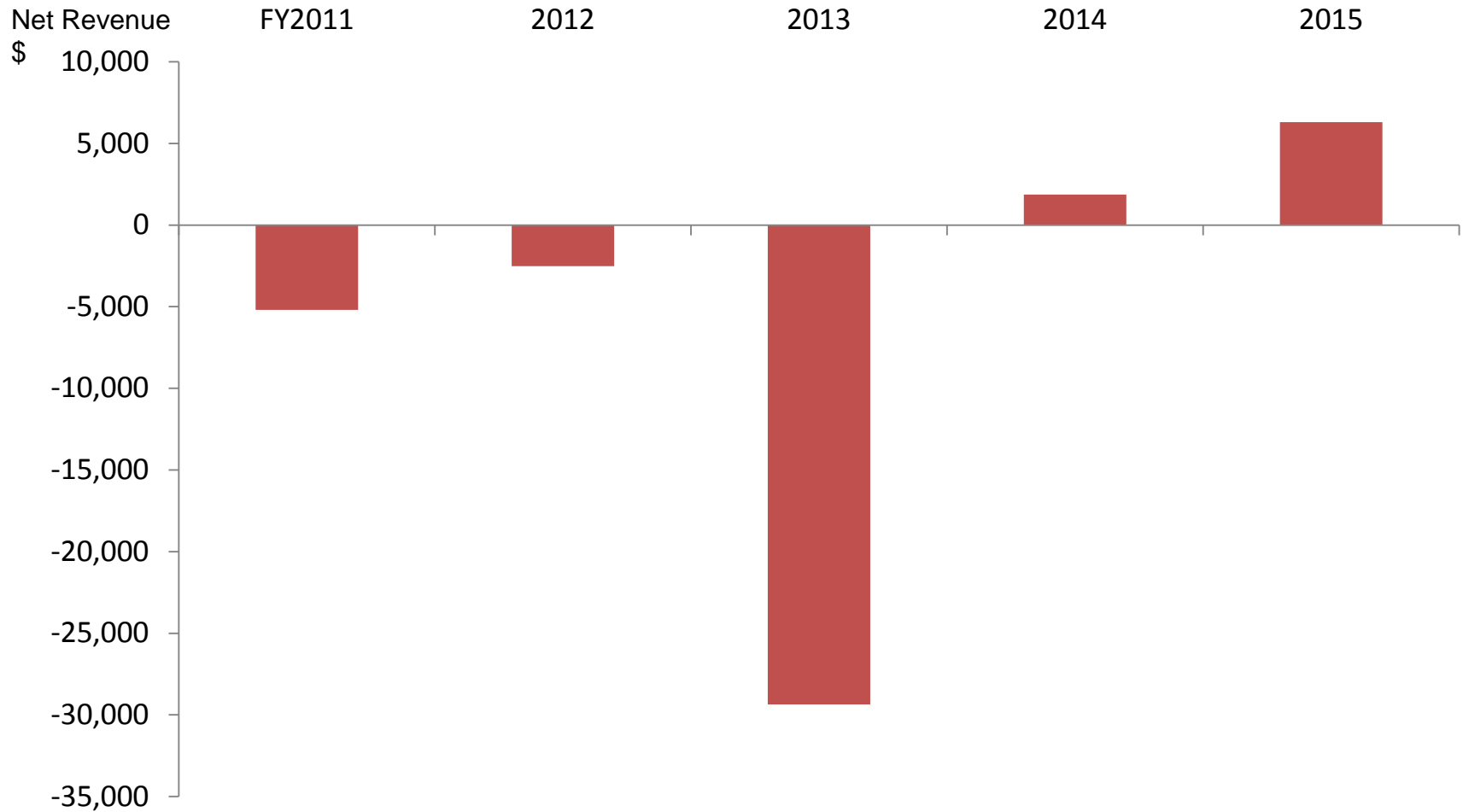
Projection Inputs	
Change in Tobacco grant	-3%
Change in Obesity income	3%
FFS Growth Rate '11-14	40%
FFS Growth Rate '14-'15	18%
Travel Growth Rate	20%
Current # employees	16
Projected # employees	17.5
Marketing Growth Rate	20%
PT Employee Salary	20000
Current Projected FFS rate	\$5,444
New Projected Avg FFS rate	\$5,400
Projected # jobs for 2011	27
Salary growth rate	3%
Overhead growth rate	5%

Appendix: Pro Forma (Projected)

# FFS jobs	27	27	38	53	63
Work Hours required	540	544	761	1066	1257
Percent of Revenue	17%	16%	23%	30%	34%

	APPROVED BUDGET FY				
	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Income:					
Grant Income:					
Tobacco Prevention (NC Health/Wellness Trust Fund)	\$446,000	\$416,000	\$403,520	\$391,414	\$379,672
Obesity Prevention (Robert Wood Johnson & BCBSNC)	\$134,000	\$145,600	\$149,968	\$154,467	\$159,101
Youth Development (John Rex Endowment)	\$115,000	\$118,450	\$122,004	\$125,664	\$129,434
Fee for Service	147,000	\$148,000	\$207,200	\$290,080	\$342,294
Contributions	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Investment income	\$300	\$1,000	\$1,000	\$1,000	\$1,000
GA summit		\$80,000	\$0	\$0	\$0
Capacity Building		\$25,000	\$0	\$0	\$0
Total Income	\$862,300	\$944,050	\$893,692	\$972,625	\$1,021,501
Expenses:					
Salaries	\$472,000	\$527,000	\$542,810	\$559,094	\$575,867
Fringe Benefits	\$99,000	\$115,940	\$119,418	\$123,001	\$126,691
Total Salaries and Benefits	\$571,000	\$642,940	\$662,228	\$682,095	\$702,558
Travel	\$58,000	\$44,000	\$52,800	\$63,360	\$76,032
Consultants/Contract Services	\$53,000	\$28,000	\$28,000	\$28,000	\$28,000
Supplies	\$42,000	\$36,000	\$38,611	\$47,656	\$49,574
Meeting	\$34,000	\$24,000	\$24,000	\$24,000	\$24,000
Crosstraining Summit		\$10,500	\$0	\$0	\$0
Rent/Utilities	\$29,000	\$30,450	\$31,973	\$33,571	\$35,250
Telephone/Communication	\$23,000	\$24,150	\$25,358	\$26,625	\$27,957
Marketing	\$14,000	\$20,000	\$24,000	\$28,800	\$34,560
Website		\$5,000	\$0	\$0	\$0
Professional Development/Memberships	\$12,000	\$10,000	\$10,000	\$10,000	\$10,000
Audit	\$11,000	\$10,000	\$10,000	\$10,000	\$10,000
Board/Committee Expenses	\$7,000	\$2,500	\$2,500	\$2,500	\$2,500
Insurance	\$6,500	\$6,825	\$7,166	\$7,525	\$7,901
Equipment	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862
Surveys/Other	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000
Capacity Building		\$15,000			
GA summit	\$0	\$31,000	\$0	\$0	\$0
Total Other Expenses	\$296,500	\$303,625	\$260,818	\$288,668	\$312,635
Total Expenses	867,500	946,565	923,046	970,763	1,015,193
Net	(5,200)	(2,515)	(29,354)	1,862	6,308

Appendix: Net Revenue (Projected)



Appendix: Pro Forma (No new hire)

# FFS jobs	27	27	38	53	63
Work Hours required	540	544	761	1066	1257
Percent of Revenue	17%	16%	23%	30%	34%

APPROVED BUDGET FY

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Income:					
Grant Income:					
Tobacco Prevention (NC Health/Wellness Trust Fund)	\$446,000	\$416,000	\$403,520	\$391,414	\$379,672
Obesity Prevention (Robert Wood Johnson & BCBSNC)	\$134,000	\$145,600	\$149,968	\$154,467	\$159,101
Youth Development (John Rex Endowment)	\$115,000	\$118,450	\$122,004	\$125,664	\$129,434
Fee for Service	147,000	\$148,000	\$207,200	\$290,080	\$342,294
Contributions	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Investment income	\$300	\$1,000	\$1,000	\$1,000	\$1,000
GA summit		\$80,000	\$0	\$0	\$0
Capacity Building		\$25,000	\$0	\$0	\$0
Total Income	\$862,300	\$944,050	\$893,692	\$972,625	\$1,021,501
Expenses:					
Salaries	\$472,000	\$507,000	\$522,210	\$537,876	\$554,013
Fringe Benefits	\$99,000	\$115,940	\$119,418	\$123,001	\$126,691
Total Salaries and Benefits	\$571,000	\$622,940	\$641,628	\$660,877	\$680,703
Travel	\$58,000	\$44,000	\$52,800	\$63,360	\$76,032
Consultants/Contract Services	\$53,000	\$28,000	\$28,000	\$28,000	\$28,000
Supplies	\$42,000	\$36,000	\$38,611	\$47,656	\$49,574
Meeting	\$34,000	\$24,000	\$24,000	\$24,000	\$24,000
Crosstraining Summit		\$10,500	\$0	\$0	\$0
Rent/Utilities	\$29,000	\$30,450	\$31,973	\$33,571	\$35,250
Telephone/Communication	\$23,000	\$24,150	\$25,358	\$26,625	\$27,957
Marketing	\$14,000	\$20,000	\$24,000	\$28,800	\$34,560
Website		\$5,000	\$0	\$0	\$0
Professional Development/Memberships	\$12,000	\$10,000	\$10,000	\$10,000	\$10,000
Audit	\$11,000	\$10,000	\$10,000	\$10,000	\$10,000
Board/Committee Expenses	\$7,000	\$2,500	\$2,500	\$2,500	\$2,500
Insurance	\$6,500	\$6,825	\$7,166	\$7,525	\$7,901
Equipment	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862
Surveys/Other	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000
Capacity Building		\$15,000			
GA summit	\$0	\$31,000	\$0	\$0	\$0
Total Other Expenses	\$296,500	\$303,625	\$260,818	\$288,668	\$312,635
Total Expenses	867,500	926,565	902,446	949,545	993,339
Net	(5,200)	17,485	(8,754)	23,080	28,162

Appendix: Net Revenue (No new hire)



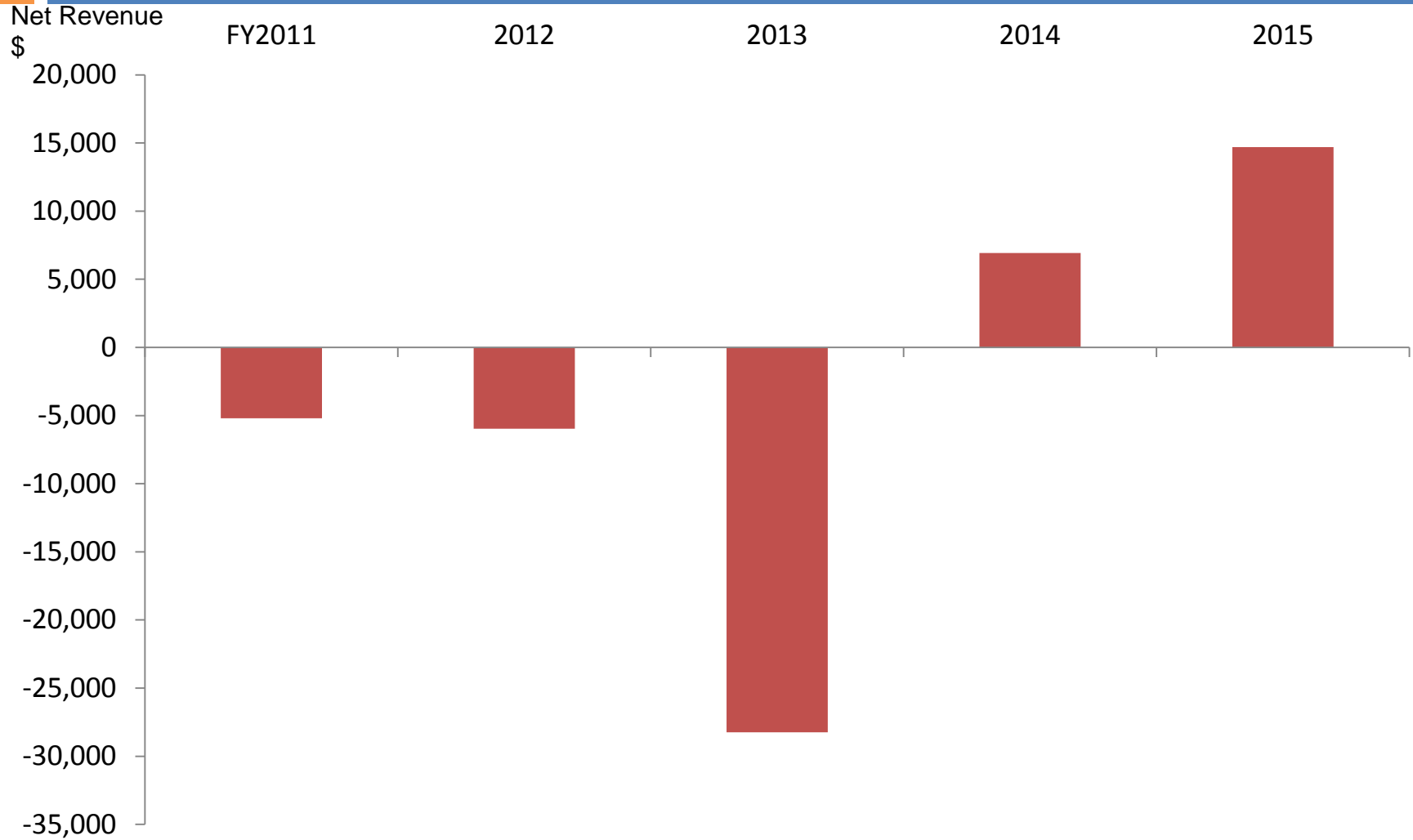
Appendix: Pro Forma (Grants constant)

# FFS jobs	27	27	38	53	63
Work Hours required	540	544	761	1066	1257
Percent of Revenue	17%	16%	23%	30%	33%

APPROVED BUDGET FY

	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Income:					
Grant Income:					
Tobacco Prevention (NC Health/Wellness Trust Fund)	\$446,000	\$416,000	\$416,000	\$416,000	\$416,000
Obesity Prevention (Robert Wood Johnson & BCBSNC)	\$134,000	\$145,600	\$145,600	\$145,600	\$145,600
Youth Development (John Rex Endowment)	\$115,000	\$115,000	\$115,000	\$115,000	\$115,000
Fee for Service	147,000	\$148,000	\$207,200	\$290,080	\$342,294
Contributions	\$20,000	\$10,000	\$10,000	\$10,000	\$10,000
Investment income	\$300	\$1,000	\$1,000	\$1,000	\$1,000
GA summit		\$80,000	\$0	\$0	\$0
Capacity Building		\$25,000	\$0	\$0	\$0
Total Income	\$862,300	\$940,600	\$894,800	\$977,680	\$1,029,894
Expenses:					
Salaries	\$472,000	\$527,000	\$542,810	\$559,094	\$575,867
Fringe Benefits	\$99,000	\$115,940	\$119,418	\$123,001	\$126,691
Total Salaries and Benefits	\$571,000	\$642,940	\$662,228	\$682,095	\$702,558
Travel	\$58,000	\$44,000	\$52,800	\$63,360	\$76,032
Consultants/Contract Services	\$53,000	\$28,000	\$28,000	\$28,000	\$28,000
Supplies	\$42,000	\$36,000	\$38,611	\$47,656	\$49,574
Meeting	\$34,000	\$24,000	\$24,000	\$24,000	\$24,000
Crosstraining Summit		\$10,500	\$0	\$0	\$0
Rent/Utilities	\$29,000	\$30,450	\$31,973	\$33,571	\$35,250
Telephone/Communication	\$23,000	\$24,150	\$25,358	\$26,625	\$27,957
Marketing	\$14,000	\$20,000	\$24,000	\$28,800	\$34,560
Website		\$5,000	\$0	\$0	\$0
Professional Development/Memberships	\$12,000	\$10,000	\$10,000	\$10,000	\$10,000
Audit	\$11,000	\$10,000	\$10,000	\$10,000	\$10,000
Board/Committee Expenses	\$7,000	\$2,500	\$2,500	\$2,500	\$2,500
Insurance	\$6,500	\$6,825	\$7,166	\$7,525	\$7,901
Equipment	\$4,000	\$4,200	\$4,410	\$4,631	\$4,862
Surveys/Other	\$3,000	\$2,000	\$2,000	\$2,000	\$2,000
Capacity Building		\$15,000			
GA summit	\$0	\$31,000	\$0	\$0	\$0
Total Other Expenses	\$296,500	\$303,625	\$260,818	\$288,668	\$312,635
Total Expenses	867,500	946,565	923,046	970,763	1,015,193
Net	(5,200)	(5,965)	(28,246)	6,917	14,701

Appendix: Net Revenue (Grants constant with new hire)



NC Youth

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	2011	2012	2013	2014	2015
Total Overhead \$	\$351,500.00	\$360,395.00	\$375,160.35	\$391,110.09	\$408,418.81
Total Direct Labor \$	\$395,000.00	\$403,400.00	\$412,052.00	\$420,963.56	\$430,142.47
\$OH/\$DL	\$0.89	\$0.89	\$0.91	\$0.93	\$0.95

Costs per NC Youth Training						
	2011	2012	2013	2014	2015	Average
Youth trainers	\$466.67	\$480.67	\$495.09	\$509.94	\$525.24	\$495.52
Adult trainers	\$362.39	\$373.26	\$384.46	\$396.00	\$407.88	\$384.80
Prep & Follow up time	\$652.31	\$671.88	\$692.03	\$712.79	\$734.18	\$692.64
Direct Labor \$	\$1,481.37	\$1,525.81	\$1,571.58	\$1,618.73	\$1,667.29	\$1,572.96
Allocated OH	\$1,318.23	\$1,363.15	\$1,430.88	\$1,503.93	\$1,583.09	\$1,439.86
Hotel cost	\$93.75	\$93.75	\$93.75	\$93.75	\$93.75	\$93.75
Food	\$131.25	\$131.25	\$131.25	\$131.25	\$131.25	\$131.25
Travel Expense	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00
Total Costs	\$3,279.60	\$3,368.96	\$3,482.46	\$3,602.67	\$3,730.38	\$3,492.81

Extras						
With an extra adult	\$684.88	\$706.74	\$734.50	\$763.91	\$795.15	\$737.04
With 10 follow-up hours	\$513.66	\$530.05	\$550.88	\$572.93	\$596.37	\$552.78
With an extra youth	\$440.97	\$455.05	\$472.92	\$491.86	\$511.97	\$474.55

Costs per NC Youth Training with cross training						
	2011	2012	2013	2014	2015	Average
Youth trainers	\$383.33	\$394.83	\$406.68	\$418.88	\$431.45	\$407.03
Adult trainers	\$226.50	\$233.29	\$240.29	\$247.50	\$254.92	\$240.50
Prep & Follow up time	\$652.31	\$671.88	\$692.03	\$712.79	\$734.18	\$692.64
Direct Labor \$	\$1,262.14	\$1,300.00	\$1,339.00	\$1,379.17	\$1,420.55	\$1,340.17
Allocated OH	\$1,123.14	\$1,161.41	\$1,219.12	\$1,281.36	\$1,348.80	\$1,226.77
Hotel cost	\$93.75	\$93.75	\$93.75	\$93.75	\$93.75	\$93.75
Food	\$131.25	\$131.25	\$131.25	\$131.25	\$131.25	\$131.25
Travel Expense	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00
Total Costs	\$2,865.28	\$2,941.41	\$3,038.12	\$3,140.54	\$3,249.35	\$3,046.94

Provided info	2011	2012	2013	2014	2015
Supplies/job	200	\$200.00	\$200.00	\$200.00	\$200.00
Rent + Utilities	\$29,000.00	\$30,450.00	\$31,972.50	\$33,571.13	\$35,249.68

Salary Information

Marketing/Year	\$14,000.00	\$20,000.00	\$24,000.00	\$28,800.00	\$34,560.00
Other OH from budget	\$30,000.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00
Telephone Communication/Year	\$23,000.00	\$24,150.00	\$25,357.50	\$26,625.38	\$27,956.64
Insurance/ Year	\$6,500.00	\$6,825.00	\$7,166.25	\$7,524.56	\$7,900.79
Salary of FT employee	\$40,000.00	\$41,200.00	\$42,436.00	\$43,709.08	\$45,020.35
Benefits/Year/FT employee	\$13,000.00	\$13,390.00	\$13,791.70	\$14,205.45	\$14,631.61
Adult cost per hour	\$27.18	\$27.99	\$28.83	\$29.70	\$30.59
Youth Cost per hour	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26

* includes professional certification s, audit, board exp

Adults per youth job	1
Adults per adult job	2
Youth per job	2

Preparation & Follow Up Time

Aidil's time for Youth (includes 20 hours prep + 4 hours follow up)	24
Aidil's time for adult (includes 10 hours prep + 4 hours follow up)	14
Youth hours preparing for training	10
Other Adult time spent preparing contract	-

Travel Time & Expenses With Crosstraining

Average travel Distance (R/T)	500	250
Mileage	\$255.00	\$127.50
Average travel time in hrs (R/T)	8	4
Rental Car cost	\$0	
# days for expenses	1.25	
Food allowance/person/day	\$35	
Hotel on average	\$31	
Number of Rooms for Youth Training	3	
Number of Rooms for Adult Training	2	

Presentation Time

Presentation hours/contract (Aidil, Youth & Adult)	5
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NC Adult

60

		2012	2013	2014	2015
Overhead \$	\$351,500.00	\$360,395.00	\$375,160.35	\$391,110.09	\$408,418.81
Total Direct Labor \$	\$395,000.00	\$403,400.00	\$412,052.00	\$420,963.56	\$430,142.47
\$OH/\$DL	\$0.89	\$0.89	\$0.91	\$0.93	\$0.95

Costs per NC Adult Training						
	Current	2012	2013	2014	2015	Average
Adult trainers	\$724.79	\$746.53	\$768.93	\$791.99	\$815.75	\$769.60
Prep & Follow up time	\$380.51	\$391.93	\$403.69	\$415.80	\$428.27	\$404.04
Direct Labor \$	\$1,105.30	\$1,138.46	\$1,172.61	\$1,207.79	\$1,244.02	\$1,074.33
Allocated OH	\$983.58	\$1,017.09	\$1,067.63	\$1,122.14	\$1,181.20	\$1,074.33
Hotel cost	\$62.50	\$93.75	\$93.75	\$93.75	\$93.75	\$122.50
Food	\$87.50	\$131.25	\$131.25	\$131.25	\$131.25	\$255.00
Travel Expense	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00	\$255.00
Total Costs	\$2,493.88	\$2,635.55	\$2,720.24	\$2,809.93	\$2,905.22	\$2,712.96

Extras						
With an extra adult	\$684.88	\$706.74	\$734.50	\$763.91	\$795.15	\$737.04
With 10 follow-up hours	\$513.66	\$530.05	\$550.88	\$572.93	\$596.37	\$552.78

Provided info	2011	2012	2013	2014	2015
Supplies/job	200	\$200.00	\$200.00	\$200.00	\$200.00

Salary Information

	2011	2012	2013	2014	2015
Marketing/Year	\$14,000.00	\$20,000.00	\$24,000.00	\$28,800.00	\$34,560.00
Other OH from budget	\$30,000.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00
Telephone Communication/Year	\$23,000.00	\$24,150.00	\$25,357.50	\$26,625.38	\$27,956.64
Insurance/ Year	\$6,500.00	\$6,825.00	\$7,166.25	\$7,524.56	\$7,900.79
Salary of FT employee	\$40,000.00	\$41,200.00	\$42,436.00	\$43,709.08	\$45,020.35
Benefits/Year/FT employee	\$13,000.00	\$13,390.00	\$13,791.70	\$14,205.45	\$14,631.61
Adult cost per hour	\$27.18	\$27.99	\$28.83	\$29.70	\$30.59
Youth Cost per hour	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26
Adults per youth job	1				
Adults per adult job	2				
Youth per job	2				
Preparation & Follow Up Time					
Aidil's time for Youth (includes 20 hours prep + 4 hours follow up)	24				
Aidil's time for adult (includes 10 hours prep + 4 hours follow up)	14				
Youth hours preparing for training	10				
Other Adult time spent preparing contract	-				
Travel Time & Expenses					
Average travel Distance (R/T)	500				
Mileage	\$255.00				
Average travel time in hrs (R/T)	8				
Rental Car cost	\$0				
# days for expenses	1.25				
Food allowance/person/day	\$35				
Hotel on average	\$31				
Number of Rooms for Youth Training	3				
Number of Rooms for Adult Training	2				
Presentation Time					
Presentation hours/contract (Aidil, Youth & Adult)	5				

* includes professional certification, audit, board exp

		2012	2013	2014	2015	
Total Overhead \$		\$351,500.00	\$360,395.00	\$375,160.35	\$391,110.09	\$408,418.81
Total Direct Labor \$		\$395,000.00	\$403,400.00	\$412,052.00	\$420,963.56	\$430,142.47
\$OH/\$DL		\$0.89	\$0.89	\$0.91	\$0.93	\$0.95

Costs per GA Youth Training						
	Current	2012	2013	2014	2015	Average
Youth trainers	\$1,860.00	\$1,915.80	\$1,973.27	\$2,032.47	\$2,093.45	\$1,975.00
Adult trainers	\$1,141.54	\$1,175.78	\$1,211.06	\$1,247.39	\$1,284.81	\$1,212.12
Prep & Follow up time	\$652.31	\$671.88	\$692.03	\$712.79	\$734.18	\$692.64
Direct Labor \$	\$3,653.85	\$3,763.46	\$3,876.37	\$3,992.66	\$4,112.44	\$3,879.75
Allocated OH	\$3,251.46	\$3,362.25	\$3,529.31	\$3,709.51	\$3,904.74	\$3,551.45
Hotel cost	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00	\$500.00
Food	\$560.00	\$560.00	\$560.00	\$560.00	\$560.00	\$560.00
Travel Expense	\$663.00	\$663.00	\$663.00	\$663.00	\$663.00	\$663.00
Total Costs	\$8,628.31	\$8,848.71	\$9,128.67	\$9,425.17	\$9,740.18	\$9,154.21

Extras						
With an extra adult	\$1,078.68	\$1,113.11	\$1,156.84	\$1,203.16	\$1,252.37	\$1,160.83
With 10 follow-up hours	\$513.66	\$530.05	\$550.88	\$572.93	\$596.37	\$552.78
With an extra youth	\$585.86	\$604.56	\$628.31	\$653.47	\$680.19	\$630.48

Provided info	2010	2012	2013	2014	2015
Supplies/job	200	\$200.00	\$200.00	\$200.00	\$200.00
Rent + Utilities	\$29,000.00	\$30,450.00	\$31,972.50	\$33,571.13	\$35,249.68

Salary Information

Marketing/Year	\$14,000.00	\$20,000.00	\$24,000.00	\$28,800.00	\$34,560.00
Other OH from budget	\$30,000.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00
Telephone Communication/Year	\$23,000.00	\$24,150.00	\$25,357.50	\$26,625.38	\$27,956.64
Insurance/ Year	\$6,500.00	\$6,825.00	\$7,166.25	\$7,524.56	\$7,900.79
Salary of FT employee	\$40,000.00	\$41,200.00	\$42,436.00	\$43,709.08	\$45,020.35
Benefits/Year/FT employee	\$13,000.00	\$13,390.00	\$13,791.70	\$14,205.45	\$14,631.61
Adult cost per hour	\$27.18	\$27.99	\$28.83	\$29.70	\$30.59
Youth Cost per hour	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26

Adults per youth job	2
Adults per adult job	3
Youth per job	6

Preparation & Follow Up Time

Aidil's time for Youth (includes 20 hours prep + 4 hours follow up)	24
Aidil's time for adult (includes 10 hours prep + 4 hours follow up)	14
Youth hours preparing for training	10
Other Adult time spent preparing contract	-

Travel Time & Expenses

Average travel Distance (R/T)	650
Mileage	\$663.00 * assumes 2 cars
Average travel time in hrs (R/T)	13
Rental Car cost	\$0
# days for expenses	2.00
Food allowance/person/day	\$35
Hotel on average	\$125
Number of Rooms for Youth Training	4
Number of Rooms for Adult Training	2
Presentation Time	
Presentation hours/contract (Aidil, Youth & Adult)	8

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Total Overhead \$	\$351,500.00	\$360,395.00	\$375,160.35	\$391,110.09	\$408,418.81
Total Direct Labor \$	\$395,000.00	\$403,400.00	\$412,052.00	\$420,963.56	\$430,142.47
\$OH/\$DL	\$0.89	\$0.89	\$0.91	\$0.93	\$0.95

Provided info	2010	2012	2013	2014	2015
Supplies/job	200	\$200.00	\$200.00	\$200.00	\$200.00
Rent + Utilities	\$29,000.00	\$30,450.00	\$31,972.50	\$33,571.13	\$35,249.68

Salary Information

Marketing/Year	\$14,000.00	\$20,000.00	\$24,000.00	\$28,800.00	\$34,560.00	
Other OH from budget	\$30,000.00	\$22,500.00	\$22,500.00	\$22,500.00	\$22,500.00	* includes professional certifications, audits, board exp
Telephone Communication/Year	\$23,000.00	\$24,150.00	\$25,357.50	\$26,625.38	\$27,956.64	
Insurance/ Year	\$6,500.00	\$6,825.00	\$7,166.25	\$7,524.56	\$7,900.79	
Salary of FT employee	\$40,000.00	\$41,200.00	\$42,436.00	\$43,709.08	\$45,020.35	
Benefits/Year/FT employee	\$13,000.00	\$13,390.00	\$13,791.70	\$14,205.45	\$14,631.61	
Adult cost per hour	\$27.18	\$27.99	\$28.83	\$29.70	\$30.59	
Youth Cost per hour	\$10.00	\$10.30	\$10.61	\$10.93	\$11.26	
Adults per youth job	2					
Adults per adult job	3					
Youth per job	6					
Preparation & Follow Up Time						
Aidil's time for Youth (includes 20 hours prep + 4 hours follow up)	24					
Aidil's time for adult (includes 10 hours prep + 4 hours follow up)	14					
Youth hours preparing for training	10					
Other Adult time spent preparing contract	-					
Travel Time & Expenses						
Average travel Distance (R/T)	650					
Mileage	\$331.50	*assumes 1 car for 3 adults				
Average travel time in hrs (R/T)	13					
Rental Car cost	\$0					
# days for expenses	2.00					
Food allowance/person/day	\$35					
Hotel on average	\$125					
Number of Rooms for Youth Training	4					
Number of Rooms for Adult Training	2					
Presentation Time						
Presentation hours/contract (Aidil, Youth & Adult)	8					

Costs per GA Adult Training						
	Current	2012	2013	2014	2015	Average
Adult trainers	\$1,712.31	\$1,763.68	\$1,816.59	\$1,871.08	\$1,927.22	\$1,818.17
Prep & Follow up time	\$380.51	\$391.93	\$403.69	\$415.80	\$428.27	\$404.04
Direct Labor \$	\$2,092.82	\$2,155.61	\$2,220.27	\$2,286.88	\$2,355.49	\$2,034.17
Allocated OH	\$1,862.35	\$1,925.80	\$2,021.49	\$2,124.70	\$2,236.53	\$2,034.17
Hotel cost	\$250.00	\$500.00	\$500.00	\$500.00	\$500.00	\$490.00
Food	\$210.00	\$560.00	\$560.00	\$560.00	\$560.00	\$331.50
Travel Expense	\$331.50	\$331.50	\$331.50	\$331.50	\$331.50	\$331.50
Total Costs	\$4,746.67	\$5,472.91	\$5,633.26	\$5,803.08	\$5,983.52	\$5,527.89

Extras						
With an extra adult	\$1,078.68	\$1,113.11	\$1,156.84	\$1,203.16	\$1,252.37	\$1,160.83
With 10 follow-up hours	\$513.66	\$530.05	\$550.88	\$572.93	\$596.37	\$552.78

Appendix: NC training revenue shortfall

Results of our cost analysis are shown below:

	NC Youth Engagements	NC Adult only Engagements
Direct Costs	\$1,961.37	\$1,510.30
Indirect Costs*	\$1,318.23	\$983.58
Total Costs	\$3,279.06	\$2,493.96
Avg Total Revenue**	\$2,168.89	\$1,820.00
Difference	(\$1,110.71)	(\$673.96)

*Indirect costs were calculated based on an allocation of salaries based on a % of revenue. The full analysis is in the appendix.

**Weighted average revenue from NC youth or adult trainings for which information was provided, excludes NCPUD

Appendix: GA training revenue shortfall

Results of our cost analysis are shown below:

	GA Youth Engagements	GA Adult only Engagements
Direct Costs	\$4,963.77	\$2,884.32
Indirect Costs*	\$3,251.46	\$1,862.35
Total Costs	\$8,628.31	\$4,746.67
Avg Total Revenue**	\$6,550.00	None to date
Difference	(\$2,078.31)	

*Indirect costs were calculated based on an allocation of salaries based on a % of revenue. The full analysis is in the appendix.

**Weighted average revenue from NC youth or adult trainings for which information was provided, excludes NCPUD

Appendix: Costs of social media

	Hours	Cost (\$)
Adding Functionality	20-30hrs	\$2000-\$3000
Interactive Petitions		
Email Capture		
Mass e-mailing		
Designing new portions of website		
Ability to offer webinars		
Potential for chat	40-50hrs	\$4000-\$5000
Other additional features		

But, we will utilize our contacts to help receive discounted items by communicating the impact of YES! and it's mission.

Appendix: Savings through cross training

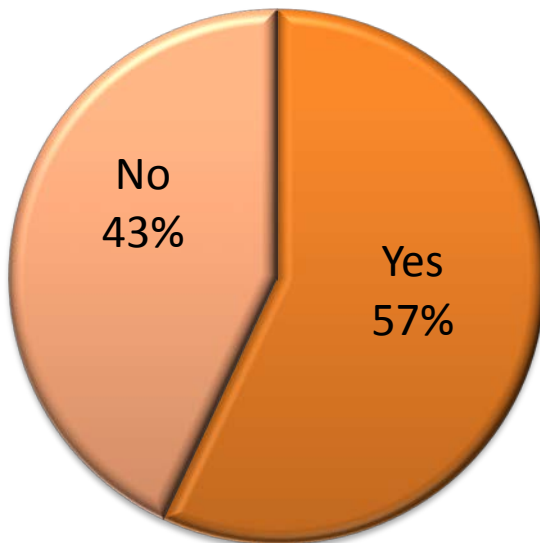
Cost Savings Per Contract	Savings
Round trip mileage decreases from 500 mile to 250 miles	(\$127.50)
Overnight stay eliminated	(\$93.75)
Round trip travel times decrease from 8 hours to 4 hours	(\$204.44)
Revenue Growth	Increase
Potential to secure additional simultaneous trainings	\$9,900
*Assume 3 simultaneous trainings	
Total annual savings* + revenue increase	\$21,393
Cost of cross training summit	\$10,500
Increase to Net Assets	\$10,893

*At current rate of 27 contracts per year

Price	3,500.00	3,500.00
Direct Labor \$	1,572.96	1,340.17
Allocated OH	1,439.86	1,226.77
Hotel cost	93.75	-
Food	131.25	131.25
Travel Expense	255.00	127.50
Total Expenses	3,279.60	2,672.13
Margin	220.40	827.87
Effective Overhead Allocation	1,660.26	2,054.64

67 Appendix: Internal views on long term vs. short term engagements

Survey Results: Should YES! offer one-off engagements?



YES

Easier for non profits to pay and budget for

May lead to longer term relationships

Easier to sell to organizations unfamiliar with YES!

Increased visibility

NO

May not be worth the time to develop new materials

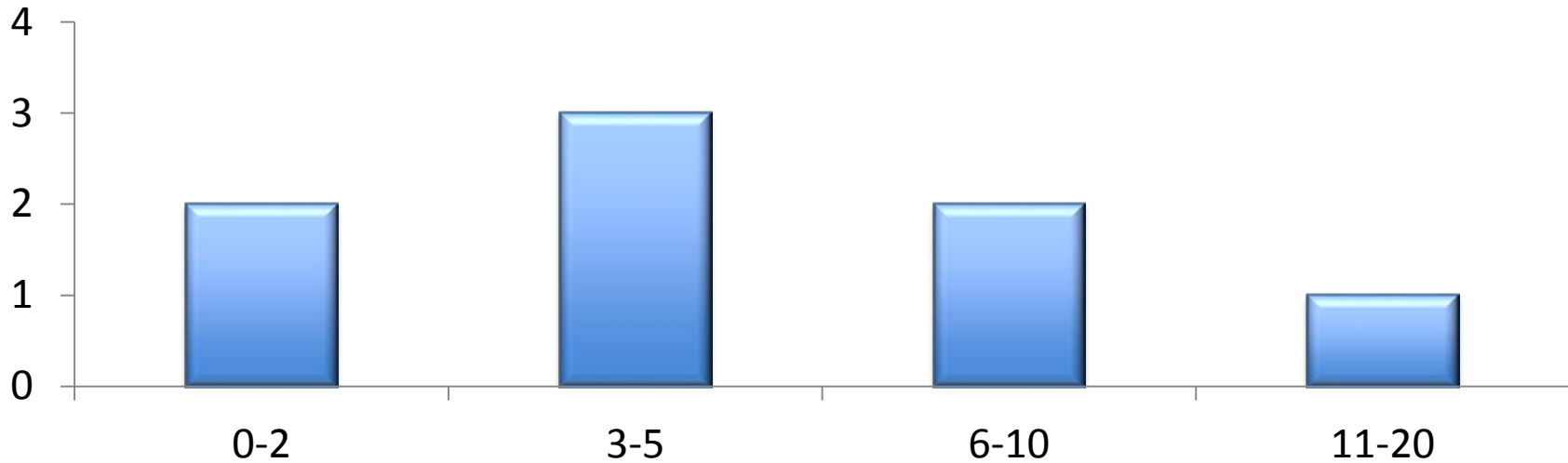
Not as great a community impact

Potential need for more subject matter experts

Appendix: Internal views on overtime

68

Hours per week of overtime



71% of staff indicate that YES!
should hire a dedicated person
for FFS

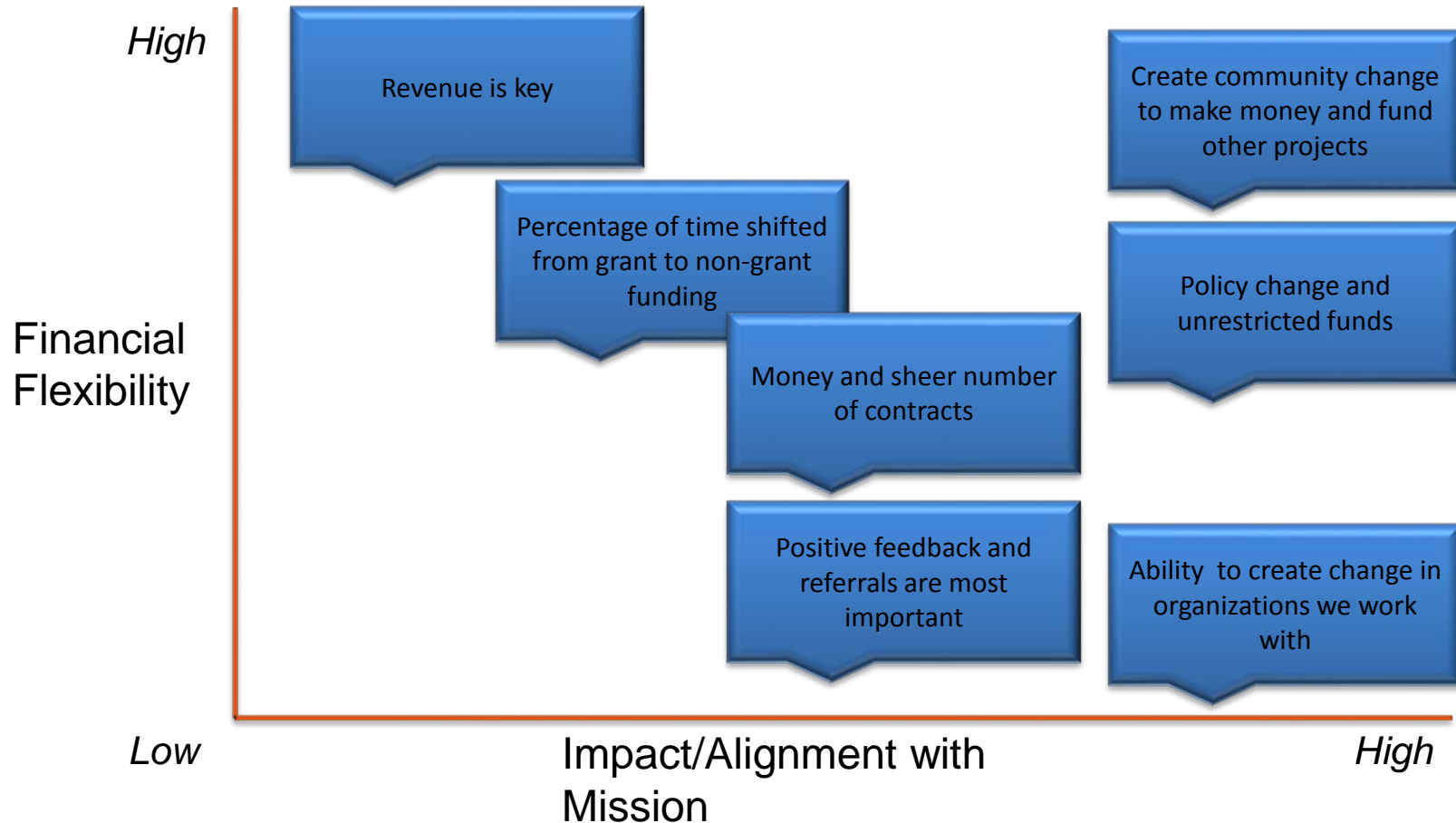


General consensus is that FFS
hire should be internal

Appendix: Internal views on the role of FFS

69

How should the value of FFS be assessed?



Appendix: Internal views on the feasibility of Cross-Training

70

Should staff working on FFS be Cross-Trained?

57% Yes

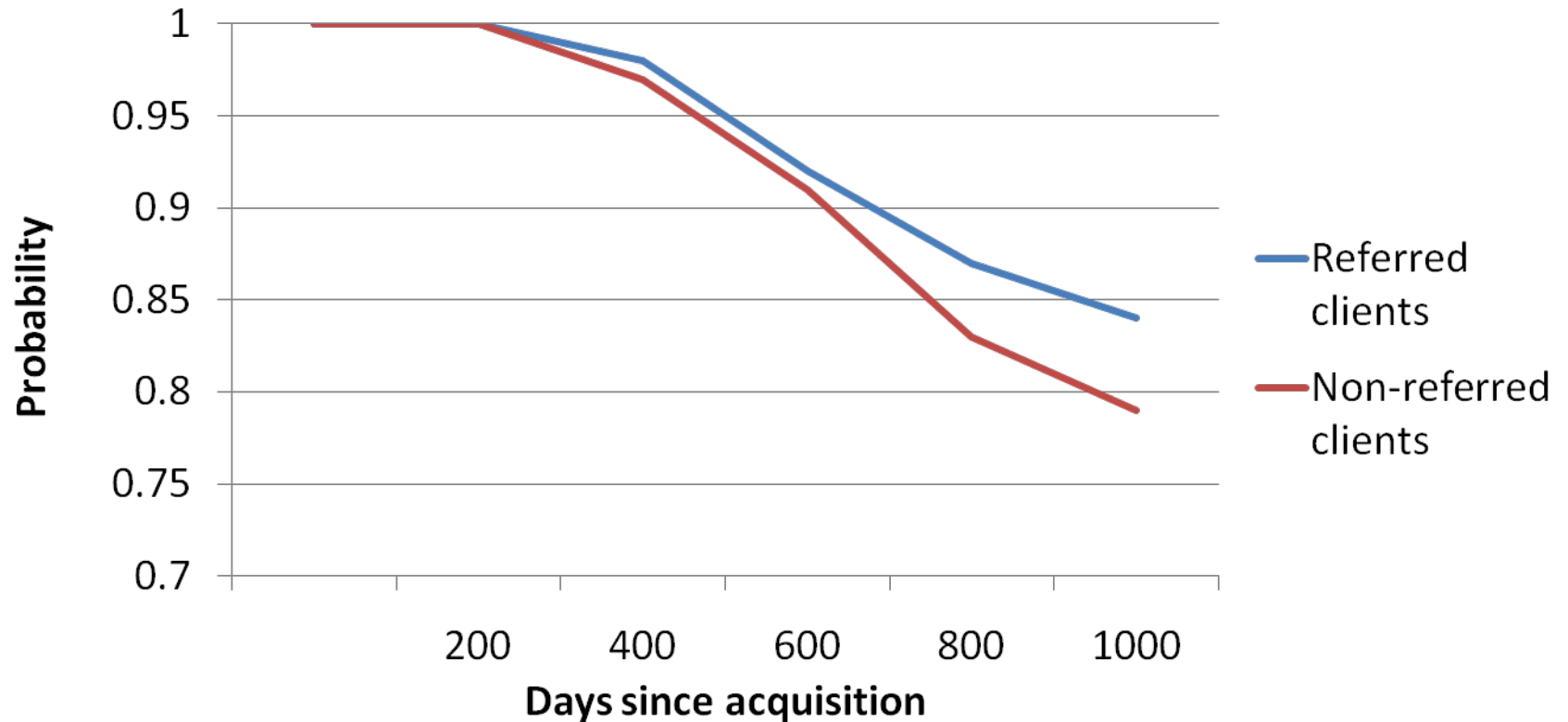
- Youth Empowerment Model is the common core
- Can have both a specialty area and cross-training in other areas
- Decrease travel required

43% No

- Would take too much time and resources
- Clients expect expertise – don't want to hurt reputation

Appendix: Value of referred client

Probability that referred and non-referred clients stayed with a firm



Source: Journal of Marketing; Jan2011, Vol. 75 Issue 1, p46-59, 14p, 4 Charts, 2 Graphs

Appendix: Google grants application

72

Search results for **youth advocacy** (About 1,520,000 results (0.12 seconds))

NCDOA - Youth Advocacy and Involvement Office
The **Youth Advocacy** and Involvement Office (YAI/O), a public agency in the North Carolina Department of Administration, offers a blend of programs and ...
www.doa.state.nc.us/yaio/ - [Cached](#) - [Similar](#)

Youth Advocacy Center
Helps young adults in or at-risk of foster care take control of their lives. Getting Beyond the System seminar, reports, and news.
www.youthadvocacycenter.org/ - [Cached](#) - [Similar](#)

Advocates for Youth
Mar 24, 2011 ... Advocates for **Youth** champions efforts that help young people make informed and responsible decisions about their reproductive and sexual ...
www.advocatesforyouth.org/ - [Cached](#) - [Similar](#)

YAP Inc - Home
Since 1975, **Youth Advocate** Programs, Inc. (YAP) has offered effective and cost-efficient alternatives to the incarceration or other institutional placement ...
www.yapinc.org/ - [Cached](#) - [Similar](#)

Welcome to the Youth Advocacy Department
The mission of the **Youth Advocacy** Department is to ensure that every child in Massachusetts has access to zealous legal representation that incorporates a ...
www.youthadvocacyproject.org/ - [Cached](#) - [Similar](#)

Youth Development
Creative, Innovative, Smart
Creating Hope, Opportunity, Results
www.hopeworks.org

Equal Rights For Teens
Just because you are young doesn't mean you are inferior to an adult.
www.youthrights.org

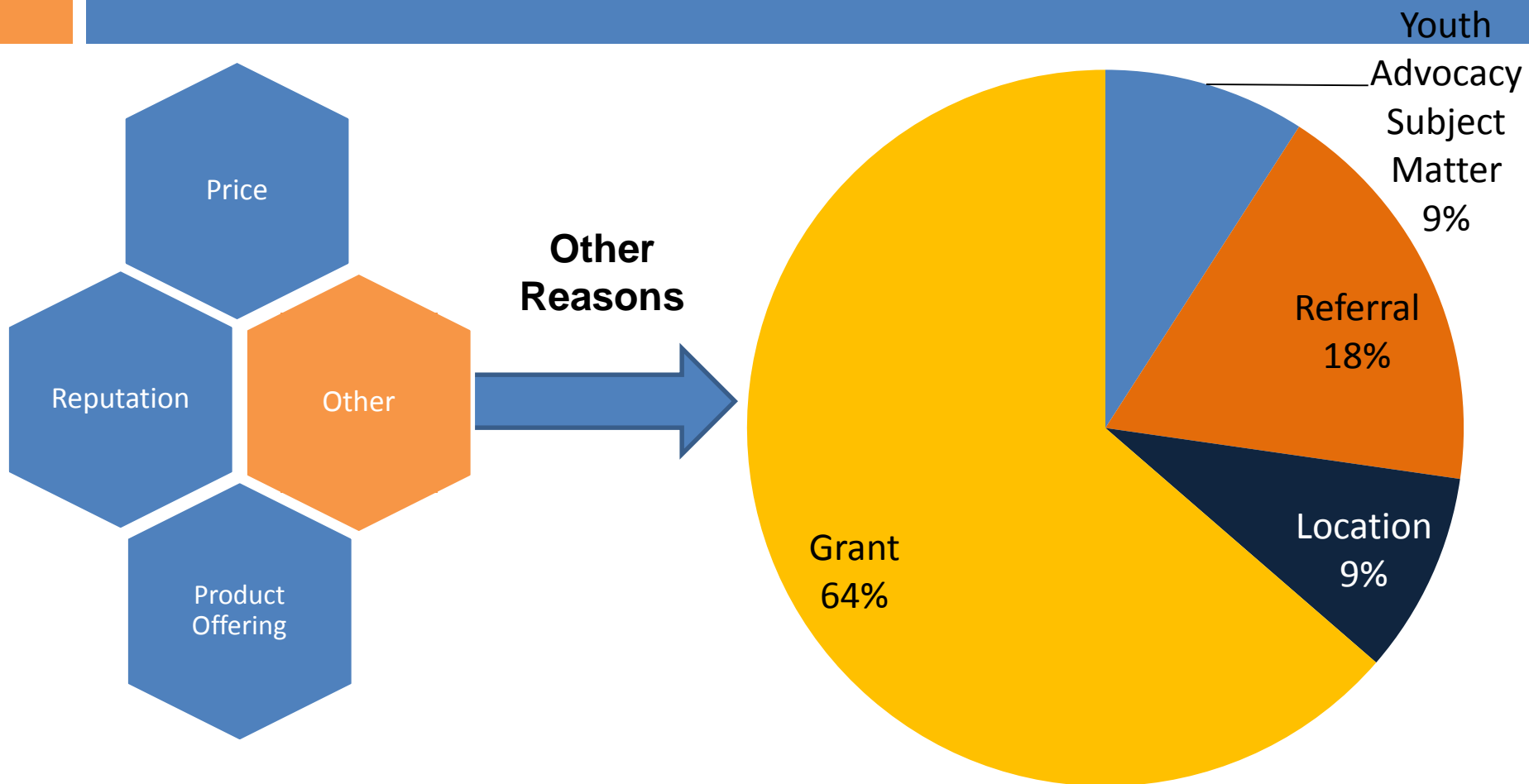
HIV/AIDS Advocacy
Learn About AIDS **Advocacy** Efforts - Find How You Can Get Involved Today
www.cedpa.org

Líderes Initiative
Creating Opportunities for Latino **Youth**
lideres.nclr.org/

Child Advocacy Programs
Volunteer To Help Abused Children. Find A Local CASA Program Today!
www.casaforchildren.org

Potential YES!
advertisement

Appendix: Reasons for choosing YES!

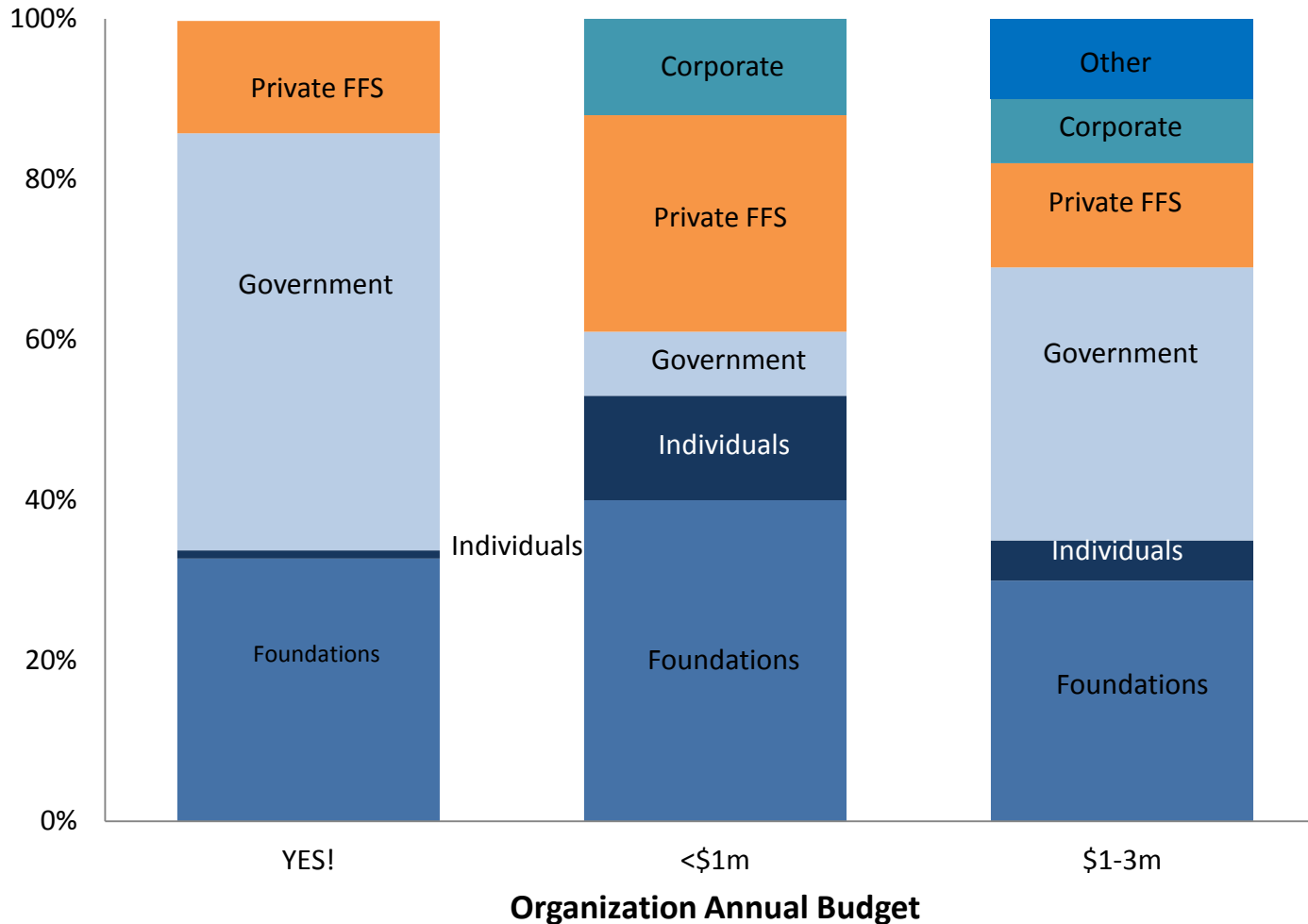


30% of "Grant" is due to Kenny's GA requirements

Appendix: Revenue Mix of \$1-3M organizations

Average Revenue Mix of YES! vs. Sample of Youth Organizations

% of Revenue



Benchmark organizations have 4%-40% of revenue coming from FFS.

Appendix: Market survey

Who we talked to

SC Public Health Education Region 1	Georgia PIRG (Public Interest Research Group)
SC Public Health Education Region 2	YWCA of the Greater Triangle - NC
SC Public Health Education Region 3	Coalition for Drug Abuse Prevention
Communities of Schools of Moore County	Cook County Family Connection
Georgia Campaign for Adolescent Pregnancy Prevention	HealthMPowers - GA
HART Partners - GA	GUIDE Inc
Whitefoord Community	Youth Advocacy and Involvement Office
Healthcare Georgia Foundation	Partners for Active Living
Greenville Family Partnership - SC	North Carolina Alliance for Health
WNC Healthy Kids - NC	SADD Youth Advocacy & Involvement Office
DHEC Region 5	YMCA of Western NC
NC Action for Children	Forum for Youth Investment
Northwest Georgia Healthcare Partnership	Legacy for Health

Appendix: Market survey

What we asked

Please select the topics that your organization provides programs to address.

- Tobacco prevention/cessation
- Drug use prevention/cessation
- Alcohol prevention/cessation
- Obesity prevention
- Anti-violence
- Other

What youth age groups does your organization work with? Please select all that apply.

- Toddler to Pre-K
- Elementary School
- Middle School
- High School
- Post High School

Do you see any benefit from using advocacy to accomplish your mission?

How significant of an impact do you believe engaging in youth would have on your potential advocacy efforts? (Rate 1-10)

Does your organization engage in policy advocacy?

Appendix: Market survey

What we asked

Does your organization use youth in its advocacy efforts, or does it plan to use youth in its advocacy efforts in the future?

- Yes (Now)
- Yes (Future)
- No, but have considered this
- No
- Never considered this

How significant of an impact do you believe engaging youth would have on your advocacy efforts? (Rate 1-10)

How successful is your organization at engaging youth in advocacy activities? (Rate 1-10)

In what type of advocacy activities does your organization engage youth?

- Posters/bake sales/car washes
- Letter writing campaigns
- Petition Drive/Rallies
- Visiting with decision makers (school board/city council/state legislator)
- Other

Do you provide trainings for youth on how to participate in advocacy?

How are those trainings delivered to the youth?

- The trainings are developed in-house
- Through a contracted partner organization
- Other

Would you ever consider paying for trainings if they would improve your youth advocacy effectiveness?

Please add any other comments about your organization's engagement of youth in advocacy activities.

Appendix: Previous clients

Who we spoke with

Jenny Palmer (Wake Teen)
Michael Eisen (NC Dept of Health & Human Services)
Barbara Alvarez-Martin (NCCI)
Rachelle Lucera (SPIDA)
Mina Cook (Reclaiming Futures)
Margaret Blackman (Pit County Substance Abuse Coalition)
Kendall (Appalachian)
Anderson Flen (Medical Services)
Anne Hardison (Coastal Coalition for Substance Abuse)
Carol Ford (UNC-Ford)
Brandy (Action for Children)
Shelley Friedman (Charlotte Mecklenburg Drug Free Coalition)
Karen Webb (Alamance Citizens for a Drug Free)
Lindsey Smith (Catawba County SA Coalition)
Denise Ballard (Southwest Georgia Cancer Society)

Appendix: Interview with previous clients

What we asked

Describe organization/mission/target demographic.
Where is your organization located?
Would you work with YES! if it had an office in Georgia?
How did you hear about YES!?
Do you know of any organization similar to YES!?
What are the names of these organizations?
What was your main reason for choosing YES!?
What services did YES! provide to you?
How satisfied were you with the YES! product? Why did you choose the above rating?
How likely are you to recommend YES! to another organization?
What do you think YES! could do to improve its services?
How important is price to you?
Was the price YES! charged fair? Explain.
Would you consider working with YES! using an on-line offering?
How would you like the on-line model to be employed?
Would you be interested in working with YES! again?
What can YES! do to change your assertion?
What particular project(s) do you have in mind?
What time-frame (in months)?
What do you think about a longer term partnership?
Any other org. that would benefit from YES!?
If YES! offered discounted pricing for pursuing multiple engagements, would that interest you?

Appendix: Industry experts

Who we spoke with

- GA American Cancer Society (ACS) Board Member
- Alleghany Foundation
- Creative Philanthropy
- NC Center for Non-Profits
- NC Philanthropy Journal
- Gold Leaf Foundation
- ACS head of FFS “Quit Line
- ACS head of Advocacy

What we asked

What potential do you see for FFS?
Do you know of other organizations that may benefit from FFS?

Appendix: Benchmark organizations

Who we spoke with

South Carolina Campaign to Prevent Teen Pregnancy
Gwinnet United in Drug Education
Georgia Campaign for Adolescent Pregnancy Prevention
TROSAs
Center for Diversity Education
Catering for a Cause
Center for Nonprofit Management

What we asked

How many employees work for your organization?
Approximately what percentage of total revenue is made up of training fee revenue (opposed to grant funding or individual donations)?
When did your organization begin to offer fee- for-service trainings?
How many fee-for-service trainings do you provide per year?-
Are your programs standardized, or are they customized for each training?
How many different training program subjects are offered? How much does a training cost?
Who are the customers for these programs? (other non-profits, corporations, school systems)
Who is the audience for these programs?
How do customers find out about your trainings? (referrals, on-line advertisements etc.)
How many people work in the training department? What are their roles?
Do you hire contractors to provide the trainings or do you use staff?
How much follow-up or technical assistance does your organization provide after the training?