

**FAMILY SERVICE ASSOCIATION  
PUBLIC ISSUES PROGRAM  
MARKETING REVIEW**

January, 1988  
Edmonton Social Planning Council  
Prepared by Henry Dembicki

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## 1. INTRODUCTION

### A. Background

In October 1987, Rod Rode, Director of the Public Issues Program at the Family Service Association of Edmonton (FSAE) requested a proposal to review their Public Issues Program. FSAE's interest in a review stemmed from their desire to ensure that there is a common understanding and acceptance of the Program's activities by the human services community, the United Way (the program funders), and the FSAE. The Edmonton Social Planning Council submitted a proposal for the review. With additional program evaluation funding provided by the United Way, the review commenced in December, 1987.

### B. Review Objectives

The purpose of this review is to provide information that will help Family Service Association of Edmonton in their overall program planning of the Public Issues Program to ensure that it remains relevant to the community. More specifically, the objectives of the review are:

- a) to examine what the Public Issues Program is and its relationship to FSAE's mission and programs;
- b) to look at how community organizations (including key United Way personnel) view and value the Program and its activities; and,
- c) to identify issues raised about the program.

### C. Methodology

The review was based on a review of selected FSAE documents and interviews with key informants.

Documents about the program were reviewed to provide background information and to help identify the essential features of the issues to be addressed. They included program reports, program funding proposals that have been submitted to the United Way and other written information about the program and FSAE.

FSAE personnel closely associated with the public issues program were consulted to provide information about the program and to broaden the reviewer's understanding of the issues.

Key informants from ten organizations that have been involved with the Program were interviewed. The purpose of the interviews was to look at their perceptions of the mandate, focus and activities of the program. Since the program is funded entirely by the United Way, four present and two past members of the Family and Individual Counselling Panel and the past Director of Planning and Allocations were interviewed as well. These contacts were provided by Bob Lebert of the United Way.

The names of the people interviewed are listed in Appendix A. The interview questions and an introductory letter that was sent out to the community organizations are in Appendix B.

D. Report Organization

This report has five sections: Section 1 is the Introduction. Section 2 briefly describes the Public Issues Program and its relationship with FSAE's activities. Sections 3 and 4 present respondents' comments to the interview questions followed by a short discussion. Section 5 presents issues identified in the review.

## 2. THE PUBLIC ISSUES PROGRAM

### A. A Brief History

The Family Service Association of Edmonton (FSAE) has been active in Edmonton since January 19, 1942. It operates as a not-for-profit social service agency that is governed by a volunteer Board of Directors. The intent of the agency is to help families. FSAE fulfills its mission to promote stable family life in the community by operating seven programs and services. These include counselling, employee assistance, family development, homemaker service, parent aides and the Public Issues Program. FSAE served over 2700 families in 1986.

Although an advocacy program has only been funded as a separate program since 1979, advocacy has always been a part of FSAE's activities. The first annual report notes that one objective of the Edmonton Welfare Bureau (as FSAE was then called) is "to take part in the program of the community for social betterment, seeking, in cooperation with other organizations to lessen or eliminate such abuses as many undermine sound, health living." In 1945, FSAE did a study of the policies and practices of child care institutions. Studies done in the 1960s and 1970s included such issues as problems related to aging, changes to family court, problems of adjustment by natives to urban living, youth on social assistance and day care standards. In the 1980s, the program has participated in efforts to improve child welfare legislation, increase educational opportunities for seniors, assist a citizen's group to prepare briefs and establish standards for child care, to name but a few.

B. Its Place in FSAE

In terms of the overall operation of FSAE, the Public Issues Program is small, employing one-half of one professional position and 10% of a secretarial position. The program accounts for less than 6% of the United Way's allocation to FSAE.

The program has two goals. One is to work with groups to improve laws and policies that affect families. The second is to help develop and improve services required by families. In a typical year, the program might address between nine and twelve issues having to do with laws and policies. At any one time, it will be involved in at least one effort to identify and/or develop a service needed by families.

The FSAE Board of Directors is actively involved in planning and implementing the work of the Public Issues Program. In practice, requests for public issues service and suggestions for public issues activities are made by citizens' groups, social service agencies, government, service providers in other FSAE programs and FSAE board members. Requests go to the Public Issues and Planning Committee which is a sub-committee of the Board. Here the request is reviewed. Based on criteria such as FSAE objectives, priorities, and staff time available for the activity, a decision is made on whether to take on a project. The Committee makes its recommendation to the Board about appropriate action to take.

Unlike the other services provided by FSAE, the Public Issues Program is not a direct service to individuals in need. Rather it is a service dedicated to the broader public issues that, with occasional exceptions,

give rise to these needs. The people with whom the Program collaborates are organizational representatives with similar interests in influencing decision-makers and policy-makers on behalf of a client group. The Program both initiates activities and responds to requests from others to participate.

Each year, the Board sets priorities for the upcoming year. The long range plan of the FSAE Board of Directors identified four priority groups to which public activity might be directed during the next three to five years. They are:

1. Families with inadequate incomes;
2. Children whose physical and/or emotional needs are not being met;
3. Families experiencing one or more forms of domestic violence; and,
4. Elderly people who require options to institutionalization.

### **3. COMMUNITY ORGANIZATION PERCEPTIONS**

Key informants from ten organizations were asked about their perceptions of the mandate, focus and activities of the Program. All ten have collaborated with the Public Issues Program on a family issue in the last four years.

A. Findings and Discussion

1. What was the FSAE contribution to the project that you and they worked on?

Seven of the informants had worked with FSAE to improve existing laws and policies. Three had worked on service development projects. Some of the projects were initiated by FSAE; on others, FSAE was approached to participate. Projects worked on included development of a counselling service for deaf people, efforts to improve social allowance rates, the development of a survey of parent child care needs, writing a report on work for welfare programs, and the development of services for caregivers of the elderly.

Discussion

The Public Issues Program has taken a broad approach to family issues. This is indicated by the number of different organizations they have collaborated with and the variety of issues they have worked on. Of the ten key informants interviewed, seven were from non-profit non-government organizations, one was from a provincial government department, one from a municipal government office and one was from the University of Alberta. Because the program has limited resources, most of its activities have been directed to improving laws and policies that affect families.

2. Were you aware of FSAE's Public Issues Program before this project?

Six of the ten respondents were not aware of the Public Issues Program before their collaboration. Of this group, one had initiated contact with FSAE and had been



referred to the Program. Another had been asked by the Public Issues Program to participate on a committee. The other four were part of working committees or coalitions in which Rod Rode from the Public Issues Program was involved. At the time of the interview, none of these six respondents were aware that they had been working with the FSAE's Public Issues Program. As far as they knew, there were collaborating with FSAE. The four who were aware of the Public Issues Program had had extensive dealings either with FSAE or with Rod Rode, Director of the Public Issues Program.

### Discussion

During our background research of the Public Issues Program the comment had been made that FSAE has never made a concerted effort to interpret this program to other social agencies. The interview responses illustrate the consequences of this "modest" approach. The following quote is representative of the responses of those who worked with, but were not aware of the Program.

*"I wasn't aware that his (Rod Rode) participation was as part of a program. I thought he was involved because of their (FSAE's) work with clients, not because of his work with a program. I thought his involvement was an extension of FSAE's service work."*

It is worth noting that in one case, the respondent had approached FSAE and been put in contact with the Program, and in another case the Program had contacted the respondent to be part of a group - yet neither knew they were working with the Public Issues Program.

3. Based on your contact with FSAE and what you may have learned since, about the Public Issues Program, what is your understanding of what their program does?

Of the six respondents who were not aware of the Public Issues Program, three felt that they still did not know enough about the program to answer this question. The other three gave responses that reflected their involvement with the program. Those who had been involved in the development of a service described the Program in terms of a service development program. Those who were involved in an effort to improve laws or policies described the Program in those terms. None of this group of six had a complete understanding of what the Program does.

Of the four respondents who were aware of the Program previous to their most recent involvement, one admitted to knowing little about the Program. The remaining three felt that they had a general understanding of the Program although they felt there was more they could learn. Two were uncertain about the relationship of the Program to FSAE's other programs. One person opined that FSAE's participation in projects was to get information to help the board become aware of issues. Another respondent felt that the Program was an informal program of the Board rather than a formal service program of the agency.

Several of the respondents noted that the information sheet about the Program that had been enclosed with the introductory letter (see Appendix B) was the first print material they had seen about the Program.

### Discussion

In general, most people or organizations that come in contact with the Public Issues Program know very little about what it does and how it relates to the work of FSAE. Rod Rode, the Program's sole staff person, has been viewed as a staff person representing FSAE rather than someone representing the Public Issues Program.

4. Does the name "Public Issues Program" sufficiently reflect what the program does?

Most respondents felt that the name was broad enough to encompass the kinds of activities they were aware that the Program was involved in. The overall feeling was that public issues is a "safer" name than advocacy which tends to have "bad" connotations of rallies and loud protests. Two respondents felt that the name did not reflect what the Program does. One suggestion was that the idea of "community", "networking" or "partnership" should be reflected in the program's name.

### Discussion

Generally, respondents were ambivalent about the name. In light of their low awareness of the Program, this is not surprising.

5. Do you see any unnecessary duplication of this program with services provided by your organization/other organizations?

None of the respondents saw any duplication in the work of the Public Issues Program with their organization's activities. One common sentiment expressed was that there is more than enough work for everyone. Several

respondents mentioned that the Program complements their own activities. Two in particular mentioned that their agencies were concerned with province-wide issues and the FSAE's actions provided a local, more detailed focus than they themselves could do. Another noted that FSAE provided a broader family context for their agency's specialized and comparatively narrower activities.

### Discussion

No one considers the Public Issues Program a competitor or felt that there is any unnecessary duplication of effort either with their own organizations or other organizations. A number of respondents mentioned during the course of the interview that they would like to know more about the Program. This may indicate that while they feel that there is no duplication of effort, they would like to get a better sense of what the Program does or does not do.

6. FSAE devotes resources to a family issues advocacy program (the Public Issues Program). What role should this program have in trying to improve laws and policies and/or developing new services for families?

Most of the respondents mentioned that FSAE should play a greater leadership role in family issues advocacy. There were two broad views about how this leadership could be accomplished.

Some felt that the Public Issues Program should provide this leadership. They suggested that the Program should focus on broad family issues that incorporate other agencies more specialized narrower concerns. They felt that on these kinds of issues, FSAE could play an important catalyst role by initiating action. Several

visualized the Public Issues Program as a useful vehicle for raising broader social issues from the issues that arise from FSAE's other services.

The second view was that FSAE could and should be more public and higher profile about the Public Issues Program and the issues it takes on. Several mentioned that because FSAE has credibility in the community, it should express its stand on family issues. Several respondents mentioned that FSAE should take on more of a catalyst role as opposed to its present emphasis on a consultant-type roles.

A wide range of activities were suggested: preparing briefs to government, forming coalitions, networking with other groups, research, and organizing workshops and information sessions. Almost half thought that the Program should be active in research, and preparing well-written briefs.

### Discussion

If there is a common thread that runs through the responses, it is that FSAE should become more of a leader on family issues. It is clear from the responses to this and other questions that there are a variety of meanings attached to the words "public issues" and "advocacy". Those who attach a narrower meaning are more likely to think of an advocacy program as a research unit or consultant. Others who give a broader meaning to "public issues" and "advocacy" are likely to think in terms of actions that an agency undertakes in its own name rather than in the program's name.

7. If some of FSAE's programs received government funding, would your comments about the role of their public issues program still stand?

All of the respondents stated that their comments about the role of the program would remain the same. A common sentiment was that most non-profit human service organizations received government funding - if they did not do advocacy work, who would? Advocacy was seen as a legitimate activity since non-profit agencies are in a position to identify service gaps and needs. It was generally felt that while advocacy may introduce some risk with funders, this situation could not always be avoided.

#### Discussion

Despite the different meanings they may attach to advocacy and public issues, the human service people who were interviewed were unanimous in their support for it as a legitimate activity.

8. Do you see yourself/your organization working with the Public Issues Program again in the future?

All ten respondents stated that they could see themselves or their organization working with the Public Issues Program again. The issues and relationships they visualized were similar to their past experiences with the Program. That is, if an organization was involved with the Program on a coalition, this was the kind of relationship they saw on a future project.

### Discussion

That all the respondents can see themselves being involved with the Program again, speaks highly of the value they place on their past experience with the Program. One challenge for the FSAE will be to acquaint these groups and others with the Program. As well, there may be other issues or even working relationships that these groups could develop with the Program.

9. In general, what role should human service organizations in Edmonton adopt for family issues advocacy?

The following quote from one respondent captures well the spirit of the comments made by the others:

*"How can we do our jobs without advocacy? If you don't do it, you may as well close up shop."*

The comment made most often was that human service organizations need to make decision-makers and the public aware of the impact of their decisions on families. Advocacy becomes more critical as government funding for social services gets cut back. One respondent commented that groups need to lobby so that government leaders know how serious you are about an issue.

The second most mentioned concern was that organizations need to take a position on the "bigger" issues such as the working poor and low wages for females that are related to the case issues they deal with.

A third concern that was identified was that it is necessary for organizations to work together to develop needed support systems for those clients who need them;

organizations do not have the resources to do it on their own. As well, organizations often fail to appreciate the problems other groups are dealing with. Networking among organizations is necessary to overcome agency isolation and mistrust.

A variety of activities ranging from research, coordination of effort, maintaining informal contacts with politicians and bureaucrats, to program development were suggested.

### Discussion

The important point that was stressed throughout the interviews was that advocacy is a necessary function of every human service agency, whether it is a funded program or part of an agency's daily activities.

### B. Observations

During the interviews with the key informants from the ten community organizations it became clear that the Public Issues Program is seen as an activity that is needed in the community. The following highlights some of the positive comments and our observations about the Program.

1. The Program has been involved with a wide variety of family issues and worked with many different community groups over the years.
2. FSAE is seen as a valuable ally on family issues.
3. The Program initiates activities and does the kind of background work that most groups do not have the time or resources to take on by themselves.



4. All of the respondents would work with the Program in the future.

Despite its good work however, few of the respondents know about what the Program does, its purposes and its relationship to FSAE's mission and goals. The major comments are listed below. It should be stressed that these comments are not meant to reflect on the quality of the Program; rather, they are a commentary on how the Program is perceived in the community.

1. There is little awareness of the Program's existence even among those who have worked with it.
2. They are unclear how and why the Program chooses issues to work on.
3. They are not sure how the Program fits in with FSAE's other programs.
4. FSAE could take a greater public stand on and play more of a leadership role on issues that it supports.
5. The Program could be less conservative in the issues it takes on and the activities it engages in.

#### 4. FUNDER PERCEPTIONS

As we noted earlier, the Public Issues Program is funded entirely by the United Way. For this reason, several members of the Family and Individual Counselling Panel were interviewed for their perceptions about the Program. Four present and two past members took part. The past Director of Planning and Allocations was interviewed as well.

A. Findings and Discussion

1. What could FSAE do to help panels learn more about FSAE's Public Issues Program?

All of the respondents felt that there was enough information provided on the funding application for them to make funding decisions.

Most mentioned that additional information might give them a better feel or understanding of the Program. Some of the things respondents said they would be interested to find out were: issues advocated, why they were selected, summaries about actions and outcomes, copies of briefs and a program pamphlet. (One respondent mentioned that a pamphlet would not be useful.) A couple of respondents brought up the point that agency visits were another way of learning more about the Program. One person mentioned a presentation about the Program that had been made previously. Two noted that if they wanted to learn more about the program, they would do it as a member of the public; that is, they would contact FSAE directly. One person suggested that if FSAE wanted to provide more information they could give it to the United Way and let them distribute it to interested panel members.

Several panelists stated that they had not heard about the Program in the community. They had not seen any literature about the Program nor had they heard anyone talk about the Program. One person mentioned that he/she had never heard of the Program being associated with a news story on a family issue. One person asked rhetorically, "If I phoned FSAE, is there someone at the

front desk who is not directly connected with the program who could tell me about the Program?"

### Discussion

The respondents know little or nothing more about the Public Issues Program other than what they have learned from the applications for funding. Only a few have heard about the Program outside of their United Way work. While they are interested in knowing more about the Program, it is from the perspective of gaining a better appreciation of what the Program does and how well it works.

2. What kind of contribution do you feel the Public Issues Program makes to FSAE's overall services?

Respondents identified two broad contributions. One was that FSAE could identify and advocate the broader family issues that are related to the client needs identified in FSAE's service programs. This case to cause role was seen as a basic function of any family agency. The second was that the Public Issues Program is a vehicle for making the general public and political decision-makers aware of family issues. One person noted that this is something non-government agencies can do; government agencies cannot. Several wondered whether a separate program was needed to carry out these activities. Several respondents mentioned that given the Program's low profile outside FSAE, the community might not see any value to having a funded advocacy program.

### Discussion

All of the respondents were clear on what an advocacy program does, although some attached narrower

meanings. All were aware of the need for the Program in the community. The implication of some of the comments seems to be that perhaps the public issues activities could be handled as part of FSAE's agency activities rather than through a separate program.

3. Would you say there is unnecessary duplication of this program with services provided by other organizations?

There was an even split between those who thought there was no duplication and those who were not sure or did not know. Several respondents mentioned that duplication of services had been raised as an issue in the past. One person noted that the Edmonton Social Planning Council may do similar work. Two persons suggested that coordinated actions among agencies would reduce unnecessary duplication of effort.

#### Discussion

Generally, respondents were not sure how FSAE responds to community issues and thus whether there was unnecessary duplication. Their overall impression appears to be that there may be some duplication at times, but not enough to be a problem.

4. As a (former) United Way decision-maker, what role do you feel an organization such as FSAE, which has a family issues program, should play in trying to improve laws and policies, and/or developing needed services for families?

All of the respondents felt that an advocacy role is essential. Most felt that FSAE was in a good position to provide leadership to make the community aware of family issues. Several thought that this leadership could

be provided by acting as information resource that could take on activities such as well-documented research and brief writing that most agencies do not have the time or staff to do.

A few respondents reiterated the need for FSAE to look at what others were doing and to pool resources. It was suggested that while FSAE should play more of a leadership role, it should not attempt to take on too much, otherwise other agencies might come to depend too much on FSAE.

Others thought of the leadership role in terms of leadership by example. They noted that FSAE has a long history in Edmonton, yet is not identified with any agency stands on family issues. The Edmonton Social Planning Council was cited as an example of an agency that takes a visible role in emerging issues. Day care and family violence were given as examples of the kinds of issues FSAE could take a public stand on.

Two respondents made the point that this type of leadership role needs to be seen as coming out of the FSAE rather than the Public Issues Program of FSAE.

### Discussion

This question was the same one that the key informants from the community organizations had been asked. Many of the same comments were made by community organization respondents and are not repeated here. The comments on leadership deserve mention though. It is significant that both groups emphasize the need for FSAE to take on more of a leading role on public issues.

## B. Observations

In the United Way interviews we were struck by the familiarity the panel members had with the Public Issues Program and their awareness of advocacy and its relationship to human services. The major comments and observations are highlighted below:

1. Their knowledge of the Program is limited to the information provided in the funding application.
2. They have not heard of the Program in the community and thus have no way of knowing how the community values it.
3. As is the case with community organizations they are not sure how FSAE uses the program.
4. They feel that FSAE has the ability to provide leadership in family advocacy.

## 5. ISSUES TO BE ADDRESSED

In the field of marketing, it is a basic rule that you need to know your product before you can sell it to the public. FSAE faces a similar challenge with its Public Issues Program.

The interviews with key informants in community organizations and the United Way revealed how little-known the Public Issues Program is in the community. Before FSAE begins work on a strategy to raise community awareness of the Program however, it may be necessary to review the perceptions of the Program held by key people within FSAE.

It would be tempting to end this report with a list of recommendations. Seventeen respondents had many good ideas

about the Public Issues Program. Unfortunately or fortunately, as is the case in human services, there is seldom one "correct" way to do things. Instead of recommendations, this report closes with a list of questions that are intended to guide and encourage thinking about the Program within FSAE. Some of the answers may already be known. In these cases, it may be a matter simply of letting others know. In some cases, different answers may be called for.

The first three questions are intended to promote discussion about the perceptions of the Program held by key people within FSAE. The last four questions are directed to promotion of the Program to the community.

1. Why does FSAE need a Public Issues Program?
2. What are the Public Issues Program objectives for: FSAE, the Board, the staff, the clients and the community?
3. How does the Public Issues Program work with the Board, the staff, the clients, and the community?
4. How far do we go on issues?
5. What image should FSAE/the Public Issues Program have on family issues?
6. How do we tell others (including clients, other organizations and funders) about the Program?
7. How do we convince the community that the Public Issues Program provides a needed service?

For those who know about it, the Public Issues Program is perceived as contributing a needed service to the community. We hope that the issues and questions we have raised in this review are helpful to the Family Service Association of Edmonton in its program planning.

## APPENDIX A

### COMMUNITY GROUP AND UNITED WAY CONTACTS

Pat Carter, United Way Volunteer, Family and Youth Panel  
Wanda Cree, Senior Citizens Bureau  
Starr Curry, past United Way Volunteer, Family and Youth Panel  
Peter Faid, Edmonton Social Planning Council  
Cheryl Garrison, United Way Volunteer, Family and Youth Panel  
Ann Goldblatt, Edmonton Board of Health  
Jack Harmer, Past Director, Planning and Allocations, United Way  
Mark Holmgren, Operation Friendship  
Nancy Kotani, Boyle Street Community Services Co-operative  
Chris Lawrence, Alberta Council on Aging  
Don Milne, past United Way Volunteer, Family and Youth Panel  
Barbara Nyland, United Way Volunteer, Family and Youth Panel  
Liz O'Neill, Edmonton Big Sister Society  
Mike Rodda, Department of Education Psychology, University of Alberta  
Linda Thorne, United Way Volunteer, Family and Youth Panel  
Mary-Ellen Turnbull, Parent Information Network of Northern Alberta  
Kathy Vandergrift, Citizens for Public Justice



**APPENDIX B**  
**INTERVIEW FORMS**

# Edmonton Social Planning Council



December 24, 1987

Dear \_\_\_\_\_:

The Edmonton Social Planning Council has been contracted to conduct a review of how key community organizations view the Public Issues Program (formerly called the Family Advocacy Program) offered by Family Service Association of Edmonton. The review is part of F.S.A.E.'s program planning to look at other community organizations' understandings of the purpose and activities of the program and to ensure that their program continues to be relevant to the community.

Henry Dembicki, from the Edmonton Social Planning Council will be interviewing a number of key individuals who have had contact or involvement with this program. We would be grateful if you would agree to be interviewed.

Your answers and comments will be kept completely confidential. The outcome of this review will be a report which will be submitted to Family Service Association of Edmonton by February, 1988.

Henry will be contacting you by phone during the week of January 4, 1988 to arrange a convenient time in the first two weeks of January. The interview will take about twenty minutes.

I have enclosed a brief description of the Public Issues Program for your convenience. If you have any questions, comments or require additional information, please feel free to contact Henry Dembicki at the Edmonton Social Planning Council, 423-2031.

Sincerely,

Peter T. Faid  
Executive Director

Enclosure



## PUBLIC ISSUES PROGRAM

### FAMILY SERVICE ASSOCIATION OF EDMONTON

The Family Service Association of Edmonton (FSAE) is a non-profit society governed by a volunteer Board of Directors. The FSAE has operated in Edmonton since 1942. The organization fulfills its mandate to "provide strength to families" by operating several services. These include the Public Issues Program (formerly called the Advocacy Program), a Homemaking Program, Counselling Program, Family Life Education and a Parent Aide Program. The FSAE served over 2700 families in 1986.

The Public Issues Program has two components:

1. We work with groups to identify and develop services needed by families. We also provide individuals and groups with analyses of policies and laws which affect families.
2. We work with groups to improve laws and policies that affect families. We also carry out family-related research with or for individuals and groups.

## PUBLIC ISSUES MARKETING REVIEW

### Community Organizations Interview Questions

1. What was the FSAE contribution to the project that you and they worked on?

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2. Were you aware of FSAE's Public Issues Program before this project?

YES. How did you find out about their Public Issues Program?

NO. How did you end up collaborating with FSAE on this project?

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3. Based on your contact with FSAE and what you may have learned since about the Public Issues Program, what is your understanding of what their program does?

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4. Does the name "Public Issues Program" sufficiently reflect what the program does?

YES.

NO. Any suggestions re: name changes

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5. Do you see any unnecessary duplication of this program with services provided by:

your organization? \_\_\_\_\_

other organizations? \_\_\_\_\_

- 6. FSAE devotes resources to a family issues advocacy program (the Public Issues Program). What role should this program have in trying to improve laws and policies and/or developing new services for families.

purpose?(eg.types of issues selected)\_\_\_\_\_

style?(eg.strategies adopted)\_\_\_\_\_

activities?(eg.techniques used -coalitions, speakers, rallies, printed material)\_\_\_\_\_

- 7. If some of FSAE's programs received government funding, would your comments about the role of their Public Issues Program still stand?

\_\_\_\_\_

\_\_\_\_\_

- 8. Do you see yourself/your organization working with the Public Issues Program again in the future?

YES. On what issues? What kind of relationship?

NO. Why not?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

- 9. In general, what role should human service organizations adopt for family issues advocacy in Edmonton?

purpose?\_\_\_\_\_

style?\_\_\_\_\_

activities?\_\_\_\_\_

\_\_\_\_\_

FAMILY SERVICE ASSOCIATION  
PUBLIC ISSUES MARKETING REVIEW

UNITED WAY INTERVIEW QUESTIONS

1. What could FSAE do to help panels learn more about FSAE's Public Issues Program?

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2. What kind of contribution do you feel the Public Issues Program makes to FSAE's overall services?

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3. Would you say there is unnecessary duplication of this program with services provided by other organizations?

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4. As a (former) United Way decision-maker, what role do you feel an organization such as FSAE, which has a family issues program, should play in trying to improve laws and policies and/or developing needed services for families?

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