

Campaign Resource Manual

Your guide to running a successful
United Way Campaign at your work place

United Way
of the Greenbrier Valley



welcome

Dear Campaign Coordinator,

Welcome and thank you for taking time to make a difference in people's lives by leading your organization's United Way Campaign. Your personal commitment to this year's fund-raising effort is vital, and we sincerely appreciate your support.

A significant part of our community strength is the commitment of volunteers. As an ambassador for United Way, you are the most important volunteer in the campaign. Your role is key in educating your co-workers about the impact United Way is making throughout the Greenbrier Valley.

It is our belief that the Coordinators Resource Guide will provide you with the tools you need to build upon last year's success, whether you are a first-time or veteran coordinator. Please use it as a workbook - write in it, copy it, share it with your co-workers and keep it as a reference tool throughout your campaign.

We would again like to extend our sincere appreciation for the responsibilities that you have accepted. This is a wonderful opportunity to demonstrate leadership within your organization and to empower your co-workers to positively impact our community. The result will be a stronger community for all of us...and that's what matters.

Thank you for joining in this effort.

Sincerely,

**2008 United Way Campaign Cabinet
Campaign Co-Chairs Pat & Peggy Brown**



2008-2009 United Way Board of Directors

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why united way?

United Way giving makes a difference in our community. Contributions are working year-round, building a brighter future for our children, enriching lives of our elderly, giving hope to those who are hurting, strengthening families, and so much more. By contributing through United Way, you are making a commitment to care about the lives of your family, friends, and neighbors.

United Way works because it is:

Local

Your donation works here in our community. Thousands of families, adults, and children are helped each year making United Way the best way to help the most people. Your local United Way is governed by a local volunteer board of directors, with representation from Greenbrier, Monroe, and Pocahontas counties.

Efficient

Through the extensive use of community volunteers, which have a commitment to this community, United Way is able to maintain a low overhead. United Way is the most efficient way to help the most people.

Accountable

Trained volunteers review agency programs and budgets. United Way makes sure your gift supports programs that have proven they are making a difference in our community, making United Way the smartest way to help the most people.

Expert

United Way is a proven, organized system that continuously evaluates our community's diverse needs and directs funds to those areas that will have the most positive impact in our community, making United Way the expert in helping the most people.

Community Impact

To identify needs, develop and mobilize resources, and implement programs in a manner which models shared leadership, enhances organizational capacity, and builds a better community.

Our Mission:

United Way is working to advance the common good by focusing on education, income and health. These are the building blocks for a good life - a quality education that leads to a stable job, enough income to support a family through retirement, and good health. Our goal is to create long-lasting changes that prevent problems from happening in the first place.

Education - Helping children and youth achieve their potential through education.

Income - Helping families become financially stable and independent.

Health - Improving people's health.

partner agencies

United Way partner agencies represent the foundation of support for individuals and families throughout the Greenbrier Valley. The agencies listed below are our current partners in building a stronger community.

Investing in Children and Youth

I406	Black Diamond Girl Scout Council	304-647-5019
I408	Carnegie Hall Kids College Scholarships	304-645-7917
I433	Greenbrier County Head Start	304-647-6470
I416	Greenbrier County Youth Camp	304-645-2576
I432	Greenbrier Valley Theatre Kids Scholarships	304-645-3838
I475	Greenbrier Valley YMCA	304-645-4000
I470	High Rocks Education Corporation	304-653-4891
I444	Monroe Early Childhood Association	304-772-5240
I423	Northern Greenbrier Latch Key Kids	304-647-4401
I494	The New Greenbrier Preschool	304-647-3388
I436	The Tutoring Center Foundation, Inc.	304-645-3430
I431	WE CAN Children's Home Society	304-647-3430

Strengthening Families and Individual Lives

I422	Gateway Industries, Inc.	304-645-3165
I485	Right From the Start – Rainelle Medical Center	304-438-6188
I471	Southeastern Appalachian Rural Alliance (SARA)	304-645-4966

Promoting Senior Independence

I419	Lifeline of Greenbrier County	304-645-6030
I463	Pocahontas County Senior Citizens	304-799-6337
I497	Shepherd's Center of Greenbrier Valley	304-645-4196

Caring for People in Crisis

I403	American Red Cross	304-645-1070
I410	Bereaved Parents	304-645-3048
I455	CASA	304-645-5437
I442	Community Action – Monroe County (CASE)	304-772-3381
I446	Greenbrier County Child & Youth Advocacy	304-645-4666
I411	Family Refuge Center	304-645-6334
I418	Hospice Care, Inc.	304-645-2700
I445	Monroe Coalition for Children & Families	304-772-5960
I461	Pocahontas County North Central WV Community Action	304-799-4082
I476	Quinwood Community Food Services, Inc.	304-438-8124
I499	Western Greenbrier Ministerial Association	304-392-6344

Improving Health and Wellness

I443	Greenbrier Valley Interagency Council	304-647-3430
I491	Monroe Health Center	304-772-3064
I496	Pocahontas County EMS Authority	304-456-4893

beneficiary study

In 2004, 1,406 families, 3,818 adults and 2,280 children were served by United Way partner agency programs. The following chart defines which agency provided specific services and the number of individuals served in each category.

	<u>Families</u>	<u>Individuals</u>	<u>Children</u>
Investing in Children and Youth			
Black Diamond Girl Scout Council			809
Carnegie Hall Kids College Scholarships			37
CASA			24
Greenbrier County Child & Youth Advocacy			64
Greenbrier County Head Start			234
Greenbrier County Youth Camp			16
Greenbrier Valley Theatre Kids Scholarships			24
Greenbrier Valley YMCA			300
High Rocks Education Corporation			50
Monroe Early Childhood Association - Scholarships			18
Northern Greenbrier Latch Key Kids - Scholarships			10
The New Greenbrier Preschool - Scholarships			9
Trifold Youth Ministries			200
WE CAN Children's Home Society			120
Strengthening Families and Individual Lives			
Community Action – Monroe County (CASE)		27	
Gateway Industries, Inc.		45	
Monroe Coalition for Children & Families	70		
Pocahontas County NCWV Community Action	52		
Right From the Start – Rainelle Medical Center	40		
Southeastern Appalachian Rural Alliance (SARA)	10		
Promoting Senior Independence			
Lifeline of Greenbrier County		195	
Pocahontas County Senior Citizens		95	
Shepherd's Center of Greenbrier Valley		82	
Caring for People in Crisis			
American Red Cross		115	
Bereaved Parents		150	
Family Refuge Center		886	260
Hospice Care, Inc.		120	
Pocahontas County EMS Authority		1,050	
Quinwood Community Food Services, Inc.	930		
Western Greenbrier Ministerial Association	163	636	105
Improving Health and Wellness			
Greenbrier Valley Interagency Council		400	
Monroe Health Center		17	

community priorities

Invest in United Way and you invest in these building blocks for a good life:

EDUCATION: Helping children and youth achieve their potential through education.

- Improving access to quality, affordable child care and early learning opportunities
- Providing after-school and mentoring programs for at-risk youth
- Partnering with schools and parents to improve graduation rates

INCOME: Helping families become financially stable and independent

- Supporting basic needs while increasing financial education
- Helping hardworking people obtain job training and family-sustaining wages
- Increasing affordable housing for seniors and families

HEALTH: Improving people's health

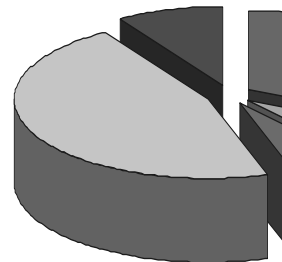
- Increasing access to critical healthcare services
- Reducing substance abuse, child abuse and domestic violence
- Increasing health education and preventive care

United Way is working to advance the common good by focusing on education, income and health. These are the building blocks for a good life - a quality education that leads to a stable job, enough income to support a family through retirement, and good health.

Be a part of the change. Together, united, we can inspire hope and create opportunities for a better tomorrow.

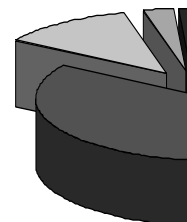
That's what it means to **LIVE UNITED**

2008 Allocations by



- Children & Youth - 32%
- Families & Individuals - 7%
- People in Crisis - 45%
- Senior Independence - 10%
- Health & Wellness - 6%

Functional September



- Community Impact Programs - 79%
- Management & General - 14%
- Fundraising - 6%
- United Way of America dues - 1%

a campaign coordinator's job

As a Campaign Coordinator, your role is to provide leadership, help employees understand what United Way of the Greenbrier Valley does, and give all employees an opportunity to contribute.

Some of your specific duties as a Campaign Coordinator include:

- Learning about United Way.
- Securing support from your CEO and top management.
- Recruiting and training a team of employees to help you generate support and enthusiasm for the campaign.
- Planning your campaign.
- Setting goals and reporting final results for your company and/or each department.

Establishing a campaign goal is like setting any other goal. First, determine where you are and then decide where you want to go. Set a realistic but aggressive campaign goal by reviewing past campaign results.

Consider some of the following questions when setting your company's goal:

- What is the current environment in the company?
- What is your company's giving history?
- In what areas has your campaign worked well in the past?
- What areas are in need of improvement?
- How can you reach employees who haven't given in the past?
- Are you reaching all possible givers, including retirees, part-time and contract employees?
- What objectives might be raised about making contributions through United Way?

Don't limit your goal setting to a monetary number. You might also want to consider setting a goals of:

- Reaching every employee with the United Way message.
- Increasing the percent of participation.
- Increasing the number of Leadership Givers.
- Increasing per capita giving.

eight steps to success

1. Get Started

Attend United Way of the Greenbrier Valley Campaign Coordinator's Breakfast.

- Visit a United Way agency.
- Review United Way materials.
- Meet your United Way staff person.

2. Knowing Your Organization

Knowing your organization's United Way history gives you a place to begin.

- Talk to last year's Campaign Coordinator. Find out what worked and what didn't work in your organization.
- Work with your CEO to set an aggressive campaign goal based on the number of employees you have and last year's performance.

3. Enlist Support

This job is much easier and more fun when you have some help.

- Your CEO's enthusiasm can be contagious. Ask him or her to write a personal letter of support to all employees.
- Recruit a committee representing all of the departments in your organization.
- Ask your CEO to appoint next year's Campaign Coordinator to work with you.

4. Decide on Solicitation Style

- Decide on the best method of approaching fellow employees: group, individual or both.

Group Solicitation: Employees are brought together to hear the United Way message and are then asked to fill out their pledge cards at the end of the presentation. Group solicitation allows for the best use of time and, because employees hear a uniform message, less follow-up is required.

Individual Solicitation: This is a one-on-one ask for an employee to make a gift. This style involves more employees but personalizes the campaign and affords you a greater opportunity to answer individual questions.

Both: Hold one group meeting or a series of group meetings and use the one-on-one solicitation as a means of follow-up for those who could not attend a group session.

Emphasize leadership giving (for personal gifts of \$500 or more): Hold a separate group meeting for all management and professional employees to be asked prior to the employee campaign to set the pace. If this is your first campaign, ask your United Way staff person for some extra assistance with this group meeting.

5. Promote Your Campaign

By promoting your campaign, you will be encouraging others to get involved.

- Use United Way brochures, posters, and thermometers to build awareness of the upcoming campaign. United Way provides these at no cost to your organization.
- Promote and publicize your campaign in employee newsletters, e-mail, and other in-house communication tools.
- Increase employee awareness by creating competition between departments. Prizes and incentives can also create interest.
- Order items from the United Way Store (pens, t-shirts, etc.) depending on your budget. You can visit them online at www.unitedwaystore.com.

6. Educate

■ United Way has many resources available to help you run an effective campaign. Campaign videos, speakers, and agency tours are excellent ways to show how United Way dollars are working in our community and can enhance the effectiveness of your campaign meetings. These all help "ask" for you.

Videos: United Way's campaign videos are available and are a great addition to your meeting. To reserve a video highlighting the United Way message, contact the United Way office at 647-3783.

eight steps to success

Speakers: Agency representatives, United Way, and/or agency volunteers, are all available to speak at your organization and are eager to share their stories. A five-minute presentation by one of these speakers will personalize your employee meetings.

Tours: Motivate employees to give by providing a firsthand look at how contributions make a difference in our community. Tours of United Way agencies significantly impact the results of an employee campaign. Tours usually last about 30 minutes plus travel time per agency and can be arranged to accommodate your employees' schedules. Most groups want to visit two or three agencies.

- Order video
- Book Speaker
- Book Tour

7. Implement a Campaign Plan

Schedule a short, intensive campaign. A two-week campaign has proven to be the most effective. Short campaigns keep the momentum and enthusiasm high.

- Make a gift yourself. It is easier to ask others to give when you are giving.
- Conduct an employee kickoff celebration.
- Use the United Way campaign videos in your meetings to make employees aware of United Way community priorities.
- Make sure every employee is asked to give. Don't forget employees who work off-site, travel extensively or are on alternate shifts.
- Personalize campaign pledge forms. Employees will feel a part of the campaign if the pledge form has their name on it. This also helps you keep track of who needs follow-up.

8. Report Results

It is very important to report your results to United Way as soon as possible following the completion of your campaign. Call your United Way representative at 304-647-3783.

- Make sure all pledge cards are accounted for, returned, and copied. Keep a copy of the pledge forms for your records, make a copy for your payroll department, and return the original pledge forms in the Campaign Reporting Envelope to United Way.
- Summarize all campaign information on the front of the Campaign Reporting Envelope. Enclose cash, checks, and pledge forms.
- Call your United Way representative to pick up your Campaign Reporting Envelope.
- Report final results to your fellow employees and thank them for participating.

Using These Best Practices Will Guarantee A Successful Campaign.

The more benchmark techniques you utilize, the stronger your campaign results will be:

- Set goals and track results by site/department.
- Establish a campaign committee to develop and implement a campaign plan.
- Host a leadership meeting for management to encourage their support and show their visible leadership.
- Establish a company-wide leadership-giving program.
- Conduct an educational campaign among employees.
- Increase the number of campaign volunteers to a ratio of one volunteer to every 25-50 employees.
- Structure the corporate gift to match employee giving on some basis, i.e. dollar for dollar, \$.50 per dollar, etc.
- Promote United Way year-round.
- Utilize United Way staff support.

leadership giving

What is Leadership Giving?

Leadership giving is a term United Way uses for recognizing donors who contribute \$500 or more annually to the campaign. Leadership giving through the Valley Leaders Society represents the cornerstone upon which United Way of the Greenbrier Valley was built. Founded in 1995, the Valley Leaders Society has grown to 100 members.

For \$41.70 a month or more, a donor is recognized as a member of the Valley Leaders Society. Household gifts may be combined to reach the Valley Leadership levels.

The James Monroe Society
\$500-\$999

The Pearl S. Buck Society
\$1,000 - \$2,499

The Jacob Marlin Society
\$2,500 - \$4,999

The Andrew Lewis Society
\$5,000 - \$9,999

The Alexis de Tocqueville Society
\$10,000+

How to Conduct a Leadership Giving Campaign

- Ask your CEO to serve as the leadership giving chair. He or she should participate at that level of giving.
- Work with the payroll department to determine who to target for your leadership giving campaign by salary range, management level, or donors who may already be close to that giving level.
- Ask the CEO to host a breakfast or other meeting to kick off your leadership giving campaign prior to your employee campaign.
- Send personal invitations from your CEO to the potential leadership givers. Create an agenda that includes the following:
 - CEO explains leadership giving (\$500 and above) and its benefits.
 - CEO gives personal endorsement of program.
 - CEO asks employees to consider giving at a leadership level. Household Valley Leader gifts may be combined for additional recognition. (Be sure to notify United Way in those cases).
 - Follow up with those who were unable to attend.
- Report all leadership results with appropriate documentation to United Way.
- Report the results of the leadership giving campaign to all employees.
- CEO hosts a thank you/recognition event.

making the 'ask'

Meet with your United Way representative to review the details of your group meetings, including the agenda, speakers, and the logistics. Be sure to include your CEO or other senior organization executive on the agenda.

Choose an appropriate meeting time. Publicize group meetings well in advance and send reminders to employees. Remember to use your organization's established communication channels, including e-mail and voice mail.

Involve organized labor. Labor is a significant force in community service, and their history with United Way is impressive. Union leadership should be included on the meeting agenda when appropriate.

Use incentives to encourage employees to get involved.

Where Can I Get Incentives?

You can get most of these items by making a few phone calls. Tell the business you are doing this for your company's United Way campaign. Most will gladly donate an item to you.

- You can purchase items from the United Way Store even if you have a small budget. United Way ships directly to you. You can order online at www.unitedwaystore.com or use the Campaign Supply Catalog you received at the Campaign Coordinator's breakfast.

- Ask other employees or co-workers to donate items or services to give away.

How Should I Use Incentives?

The number of ways an incentive can be used is limitless. The important thing is to use incentives as a tool to increase participation or increase the average gift of your employees. What works in one company may not work in yours, so do whatever works for you.

Strategies to Increase Participation

- Hold a drawing at the end of each employee meeting for all who turn in a pledge card.
- Give everyone who turns in a pledge card a ticket. When the campaign is complete, have a drawing for incentives (see page 14 for ideas).
- If you make the company goal, throw a party.
- Hold a drawing for all employees who go on a tour of a United Way agency.

Strategies to Increase the Average Gift

- Give the employees extra time off for increasing their gift by 10%.
- Hold a leadership giving campaign (see page 11).
- Establish a company leadership level and recognize accordingly.
- Stress the ease of payroll deduction.
- Ask employees to give \$1 or \$2 more per week.
- Ask employees to donate accrued vacation days.
- Employees may also make a gift of securities/stock.

samples

Sample Meeting Agenda

CEO welcomes employees and endorses campaign or Labor Representative endorses campaign (union companies). **3 minutes**

United Way speaker makes presentation.
5 minutes

Employee who has benefited from or has toured a United Way Agency speaks. **4 minutes**

Show United Way video. **5 minutes**

Employee Campaign Coordinator distributes brochures and pledge forms, and 'asks' for pledge.
4 minutes

Employee Campaign Coordinator collects pledge cards and thanks employees. **3 minutes**

Total: 24 minutes

Sample CEO Letters

When should you use this letter?

- *As a warm-up to the campaign*
- *Send to employees or use as a payroll stuffer a week before you begin your meetings.*

Dear (INSERT EMPLOYEE NAME):

Did you know that United Way-funded programs helped more than 1,406 families, 3,818 adults, and 2,280 children in the Greenbrier Valley last year? The gifts made here at (INSERT COMPANY) helped feed the hungry, shelter battered women and children, and provided scholarships for child care and after school care?

United Way is the most effective and efficient way for you to invest in your community. Did you know that community volunteers allocate the money raised by United Way? Did you know that United Way is the leader in funding health and human service programs in our community?

This is why I support United Way and (INSERT COMPANY) offers you the ease of payroll deduction to donate to United Way.

Please take time this year to learn more about how United Way is making our community a better place to live, and consider joining me and many other employees who pledge a gift.

Sincerely,
(CEO/LABOR LEADER NAME)

Sample Meeting Agenda

The following are some suggested e-mail messages you can send to your co-workers:

Announce the Campaign

To: All Staff
Subject: United Way Campaign

How would you like to make an investment in our community?

On (date), we will be kicking off (company's name)'s United Way campaign. By giving through United Way, you can change the world, right here at home. Last year, our community's efforts helped many programs address our community's most pressing problems. This is a great opportunity to get involved and change the shape of our community by building the healthiest, strongest, safest community possible. I will be contacting you soon with more details.

Thanks in advance for your investment in our community.

Announce the Campaign Kickoff

To: All Staff
Subject: United Way Campaign

You are invited to a (event name) as we kickoff (Company's name)'s (year) United Way campaign.

Date:
Time:
Location:

Don't miss this opportunity to hear how our contributions make it possible for United Way to help people throughout our community. Hear how United Way is local, accountable, efficient, and expert with our donation. We'll get to hear stories of how our donations make a difference in our community. (Name) will be joining us to share some success stories and explain more about how United Way works. Together, we can make this a stronger community.

Sincerely,
(NAME)

incentives, themes, and special events

Incentives

- Participate in *Day of Caring*
- Time off from work
- Casual Day
- Reserved/Covered parking
- Tickets to games/movies
- Grocery or gasoline certificates
- Flowers each month for a year
- Company t-shirts
- Dinner for two
- Hotel get-aways
- Gift certificates
- “Sleep-in” passes
- “Leave work early” passes
- Airline tickets
- Trophy for department with best participation
- Extra half hour for lunch for a week
- Angel Day (day off with pay)

Themes

- Football
- Halloween
- Circus
- Sports
- Oktoberfest
- Olympics
- Hold a contest to select a theme

Special Events

- Casual Day
- Softball/Volleyball tournament
- Bake sale
- Executive dunk tank
- Silent auction
- Management services auction
- Auction premier parking space
- Sell popcorn and drinks
- Company picnic/Employee cookout
- Ice cream social
- Pizza party
- Pancake breakfast
- Beach party
- Carnival
- Office olympics
- Halloween costume contest
- Baby picture guessing game
- Children’s drawing contests
- Campaign slogan/theme contest
- Voice mail/E-mail quiz
- Cubicle decorating contest
- Chili cook-off
- Ugly tie/ugly earring contest
- Funniest home videos
- Dress-up day
- Departmental penny wars
- Bingo
- Garage sale

After your educational campaign is completed and all pledge forms have been collected, special events can also be a great way to say “thanks” or wrap-up your campaign.

wrapping it up

Once your employee campaign is finished, and all the pledge forms are collected, it's time to report your results. Please follow the steps below after the solicitation has ended:

- Make sure all pledge forms are returned and accounted for. Be sure they have complete names, addresses, and a total amount listed.
- Fill out the front of the Coordinator's Report Envelope.
- Make and keep the one copy of the pledge forms for your records and turn one set of copies to your company's payroll department.
- Give the report forms and all the pledge forms to your United Way representative.

Say Thank You!

Staff meetings, payroll stuffers, employee newsletters, and e-mails are great ways to express your thanks.

Consider holding a campaign wrap-up event, such as a luncheon or other activity inviting donors and volunteers to celebrate the company's achievements. Give items such as pins, t-shirts, or coffee mugs.

If possible, all donors should receive a thank you note or phone call from the CEO or the campaign coordinator.

Thank You Recognition

- Thank you posters from United Way
- Display campaign results prominently
- Year-round United Way communications
- Party hosted by CEO
- Awards presentation at board meeting, staff meeting, etc.
- Employee newsletter article with names and photos of campaign volunteers

frequently asked questions

Q: *What does United Way do?*

A: United Way provides financial support to thirty-two partner agencies in the Greenbrier Valley that offer programs and services addressing some of our most critical needs. United Way has also been instrumental in launching two new initiatives - Born Learning and Warming Hands & Hearts.

Q: *How much of my contribution is spent on administration and fundraising?*

A: The United Way annual report ending June 30, 2007 shows administrative expenses at 14%, fundraising at 6%, programs at 79%, and United Way of American at 1%.

Q: *How does designations to agencies work?*

A: If you designate to a United Way member agency, 100% of your contribution goes to that agency. If you designate to a non-member agency, that agency will receive your contribution at the end of the upcoming calendar year. The United Way will take out 7% or \$5, whichever is greater, for administrative processing.

Q: *How are gifts to the general fund allocated?*

A: If you make a contribution to the general fund, your gift is allocated to all thirty-two agencies and the entire network of services provided to those who need them most.

Q: *Who determines how much money is given to the programs of each member agency?*

A: Volunteers serving on the Allocations Committee make recommendations for funding based on agency site visits, program proposals, and interviews with agency representatives. Recommendations are presented to the United Way Board of Directors for final approval. The Allocations Committee has representation from Greenbrier, Monroe and Pocahontas counties.

Q: *Who benefits from United Way programs?*

A: Past beneficiary studies show that United Way funded programs reach 1,354 families, 3,223 adults, and 2,280 children.

Q: *Why does United Way pay dues to United Way of America?*

A: United Way of the Greenbrier Valley is a member of United Way of America. A part of the criteria for being a member is one percent of campaign proceeds to the national office. This one percent covers a host of services including staff training, advertising, publicity, and national account maintenance. The remaining ninety-nine percent stays here locally and is allocated by local volunteers and members of our community.

Q: *If I designate to a specific agency, is my contribution above the amount allocated to that agency by United Way?*

A: It depends on how you look at it. The important thing to remember is that United Way funds programs and services, not overall operational budgets. If the program at agency X costs \$5,000, and donor designations to agency X are \$1,000, United Way could give agency X the donor designations plus a \$4,000 grant, or they could give agency X \$5,000 which includes the donor designations. Either way, it comes out the same.

Q: *Why should I give to United Way? Why not give to an agency directly?*

A: When you give to United Way, you are supporting a broad spectrum of programs and services that assist families, children, youth, and our aging population. Every member agency addresses *at least* one of United Way's five priorities. When you give to United Way, you can be assured that you are making a wise community investment. Your gift is supporting programs and services, not the agency's operational budget. The Allocations Committee scrutinizes each agency, every year, to make sure that their programs are effective, efficient, and doing the job they are supposed to be doing.

Q: *What if I run into a question I can't answer?*

A: If people ask questions you don't feel comfortable answering, don't worry. Simply tell them you will find out the answer and get back with them as soon as possible. Then, call United Way at 304-647-3783 to speak with the appropriate staff member or visit the new United Way web site at unitedwaygreenbrier.org.

concerns and objections / key messages

Concerns and Objections

You may, on occasion, encounter people who object to contributing to United Way. Keep in mind that objections are a natural part of the campaign and offer you an opportunity to present more information.

Here are some insights into the psychology of objections and suggestions for handling them:

- **Objections are not personal.** Remember, they are not directed at you. Objections are often based on incorrect information. You must try to identify the real issue.
- **Show sympathy.** Listen carefully and show your concern. This does not mean you agree, but that you care about the concern.
- **Don't argue.** Instead, offer information about the many ways United Way helps people or offer to discuss the issue further after the group meeting.
- **Encourage the objector to talk.** Allow the person voicing the objection the opportunity to expand on it at length. An insecure, illogical, or poorly thought-out objection will fail on its own.
- **Relax and be yourself.** You have the ideas to present, so be straightforward in your presentation. Asking for someone's participation or gift is not a "win/lose" situation.
- **Don't be afraid to say you don't know.** Let those with questions know you will get back to them with the answer, or tell them they can call United Way at 304-647-3783.

Key Messages

- United Way makes sure that the money you give is well spent. Trained local volunteers from the Allocations Committee monitor every agency and distribute dollars only to the programs that best meet the community's needs. The Allocations Committee is unique to United Way.
- Through United Way you are helping people who really need help.
- Your United Way donation works right here in your community. Unless the donor specifies otherwise, all contributions are spent for local services.
- United Way keeps fundraising costs low, so nearly all of your contribution goes directly to the agencies providing direct services to those in need. One real advantage of United Way is that it can raise money for the agencies it funds far less expensively than they can do themselves. Through United Way, more money goes to those you want to help.
- United Way creates opportunities by focusing on the building blocks for a good life through education, Income and Health.
Education - Helping children and youth achieve their potential through education.
Income - Helping families become financially stable and independent
Health - Improving people's health

ideas for year-round involvement

Keep your co-workers informed about United Way throughout the year and remind them of how their contributions are being put to good use all 365 days. Start your year-round communications effort with the start of your campaign, and let your creativity flow! Here are some ideas to help you begin.

■ Promote Volunteerism

Staff can make a year-round impact in our community by volunteering their time and talent. United Way of the Greenbrier Valley and Volunteer West Virginia! match volunteers with opportunities throughout the community with flexible, short-term or long-term commitments to fit their busy lifestyles. For more information, visit www.volunteer-wv.org or call United Way at 304-647-3783.

■ Receive Our Electronic Newsletter

On our pledge form, there is a check box asking employees if they would like to receive occasional news via e-mail from United Way of the Greenbrier Valley to a home or business e-mail account. It is a valuable tool for them to realize how their investment is making a measurable impact. United Way does not share e-mail addresses with any other company or organization and will only send information that is relevant throughout the year.

■ Use Your Internal Newsletter or Internet

Begin a standing United Way column or send monthly e-mail messages. Highlight a different United Way member agency each time. Incorporate facts or statistics about United Way. Tell about United Way's different programs, services, and initiatives. Publish employee volunteer and service testimonials.

■ Produce Payroll Stuffers or Desk Flyers

Produce payroll stuffers or weekly desk flyers to remind your co-workers how their United Way investment is being used. Vary the sizes, colors and distribution vehicles to prevent monotony. Feature a different United Way fact or agency each time. Promote volunteer opportunities.

■ Organize an Agency Display or Exhibit

Set up a display highlighting one or more United Way agencies or the key impact areas each month. Use photographs of your employees taking a tour of one of the agencies or participating in the annual Day of Caring.

■ Take Co-Workers on United Way Partner Agency Tours

Schedule tours of United Way's agencies during the campaign or any time during the year. Feature the agency toured in your newsletter or in a display. Take pictures or a video of employees "on tour" and show them during employee gatherings or staff meetings. Call your United Way staff person to help arrange a tour.

new hire program

A New hire Program is a systematic method for educating newly hired employees about United Way during their employment orientation session. It is an opportunity for them to invest in their community through payroll deduction at the beginning of their employment.

It provides an excellent method for communicating to new employees about your company's commitment to families and individuals in the community, as well as:

- Enabling new employees to take advantage of payroll deduction.
- Informing employees about services available to them, their families and the community.
- Providing an opportunity for employees to consider volunteer service.
- Helping United Way recover losses incurred through employee turnover.

Designate a human resources department executive or appropriate person with an understanding and support of United Way to take charge of the program. United Way will provide training assistance, appropriate materials, and follow through.

Contact Information for United Way of the Greenbrier Valley

- Laura Lee Haddad, Executive Director
unitedwaygreenbrier@suddenlinkmail.com
304-647-3783
- Carol Cales, Office Manager
unitedwaygreenbrier@suddenlinkmail.com
304-647-3783

donor designations

Gifts to United Way can be given to the general fund supporting all thirty-two United Way member agencies or designated to a specific agency. Here is the official donor designation policy for United Way of the Greenbrier Valley.

■ Donor Designation Policy

The United Way of the Greenbrier Valley will support the critical health and human service needs in Greenbrier, Monroe and Pocahontas counties. It will be a recognized leader in improving the well being of the residents in the Valley by addressing needs identified by county needs assessments. This organizational vision requires the United Way to ensure contributed funds are used in the best interests of the Greenbrier Valley and/or as designated by donors. Contributors to the United Way must be assured that their contributions are spent wisely, and that the money is allocated in a way to best meet the needs of the community.

The purpose of donor choice is to allow the contributor to be a partner in the fund distribution process, however, the message to donors will emphasize contributing to the pool of funding for the general well being of the community.

■ Member Agency Designations

Member agencies of the United Way of the Greenbrier Valley may receive designated contributions from individual donors through the annual campaign drive. Agencies will receive a list of contributors who wish to have their gifts acknowledged by the agency.

All designations are considered first dollars toward allocations. Agencies will not receive extra dollars from designations unless the total amount of designations exceed the annual allocation amount.

■ Non-Member Agency Designations

United Way of the Greenbrier Valley is responsible to and for the member agencies that address identified critical health and human service needs in the area. Beginning with the 2004 campaign, the United Way:

- Requires a **minimum \$25 donation** if contributing to a non-United Way member agency.
- **Strongly encourages** a one-time gift (vs. payroll deduction) if giving to a non-United Way member agency.
- **Strongly encourages** that contributions to non-United Way member agencies are 501(C)(3) organizations addressing critical health and human service needs in the Greenbrier Valley.
- An **administrative fee of 7% or \$5, whichever is greater**, will be deducted from non-United Way member designations to cover costs of processing and distribution. Agencies will be informed of donor designations for recognition and follow-up at the beginning of the calendar year; however, agencies will not receive the donor designations until the end of the calendar year.

■ Donor Privacy Policy

The United Way of the Greenbrier Valley cannot release donor information without permission or consent of the donor, except to the United Way Board of Directors or Campaign Committee, or unless required by law.

community involvement

The United Way is very involved in the communities it serves. In addition to program support to member agencies, the United Way collaborates with other groups and organizations on issues, big and small, that are important to all who live here.



is an emergency assistance initiative to help low-income families who are struggling with the high cost of heating. Consists of a collaborative of area service providers, faith based organizations and funding from your United Way.

Your United Way provided initial funding to set up FCOC's (Family Coordination Oversight Collaboratives) in Greenbrier and Pocahontas Counties, modeled after the one in Monroe County. Each FCOC consists of area service providers and faith based organizations that offer emergency assistance. With everyone at the same table, emergency assistance dollars can be pooled to stretch as far as possible.

Last year, the Warming Hands and Hearts Coalition assisted 417 families with \$65,891 for emergency home heating. One-third of that came from your United Way. Since it's inception three years ago, United Way has invested over \$50,000 in this initiative.

The logo for bornlearn features the word "bornlearn" in a lowercase, sans-serif font. The "born" is in a light grey color and the "learn" is in a darker grey color.

is an early childhood education initiative in collaboration with area experts. What happens in a child's early years matters for success in life and for school readiness. This initiative is designed to help parents, caregivers and communities take action to provide quality early learning opportunities for young children. The reality is that children are learning constantly, right from birth. They are born learning, and what they learn during those first five years depends on the experiences they have each and every day. It is our greatest challenge and our greatest opportunity. Here's what we've done so far:

- * Thousands of research based educational materials have been distributed to parents and caregivers.
- * Ten computers with age-appropriate software have been placed in child care centers to help increase the accessibility of technology for children, ages 2-5, who represent the fastest growing age group accessing the Internet.
- * Two Born Learning Trails have been installed to encourage interactive learning and play. The trails are located at Alexander Trail in Union and at Island Park in Ronceverte. For more about the Born Learning Trails, visit the United Way web site at www.unitedwaygreenbrier.org.



United Way
of the Greenbrier Valley

