Thank you for serving as an employee campaign coordinator (ECC) for United Way of the Greater Lehigh Valley.

As an ECC, you have the unique opportunity to harness the generosity, talent and energy of your workplace to give back to our community and help United Way’s efforts in building a stronger, healthier Greater Lehigh Valley.

This helpful guide is filled with faces of students, families and seniors that you have helped through your fundraising efforts to support programs such as summer learning and summer meals, kindergarten readiness, PA 2-1-1, diabetes prevention and Age-Friendly Lehigh Valley.

Whether this is your first year as an employee coordinator, or if you are a campaign veteran, the information in this guide will help you plan and execute a smooth – and successful – United Way campaign. We encourage you to take advantage of the materials we’ve provided and know your United Way Relationship Manager is always ready to support you in every possible way.

With your support, our future is UNITED.
Run a successful United Way campaign in 10 steps

- **CEO Contact** | Involve your CEO in all initial planning. Discuss budget, corporate gifts and CEO involvement throughout the campaign.

- **Recruit** | Recruit a committee, set your timelines and budget and design your campaign. Be creative.

- **Reflect** | Evaluate past campaign performances.

- **Set Goals** | Discuss where you want to grow your campaign. Create non-monetary volunteer opportunities.

- **Publicize** | Share how, where and when to pledge. Incentivize giving. Utilize and distribute United Way campaign materials.

- **Conduct Campaign** | Host a United Way-speaker. Create learning opportunities through educational campaign activities.

- **Leadership Giving** | Recognize leadership gifts and discuss CEO matched donations.

- **Ask** | Include new hires upon arrival, current staff, leadership and retirees in the asking process.

- **Report and Thank** | Announce your final results to your organization and your local United Way. **Thank everyone involved.**

- **Have Fun** | Engage your employees with fun and meaningful prizes and volunteer opportunities.

See the following page for a template timeline of these steps and more.

**TIP:** Creating volunteer opportunities encourages everyone to get involved. Your United Way can connect you with opportunities that align with your company's mission.

**TIP:** Successful campaigns have heavy involvement from leadership, setting an example of participation from the top down.

For copies of our campaign materials, United Way logos and videos, visit our Resource Center. [www.unitedwayglv.org/ResourceCenter](http://www.unitedwayglv.org/ResourceCenter)
Running a United Way campaign

timeline

8 Weeks Before Kickoff
- Meet with your UW Relationship Manager (RM) to review past performance and explore upcoming campaign themes and materials.
- Develop campaign goals and identify opportunities and challenges. Draft strategies to meet these goals and improve on last year's results.
- Determine your company pledge entry method: digital giving or paper pledge form.
- Determine campaign start and end dates.
- Meet with your CEO or Senior Leadership to gain support for the campaign.
- Review and approve your budget.
- Recruit a campaign team representing all departments and levels of your company.

6 Weeks Before Kickoff
- Deliver employee import file (digital campaigns only) to UW.
- Lay out campaign plan including dates, themes, events and incentives.
- Assign tasks to your campaign team.

4 Weeks Before Kickoff
- Notify your RM of the campaign materials you'll need.
- Begin your leadership campaign.
- Schedule impact experiences and workplace presentations with your RM.

2 Weeks Before Kickoff
- Publicize your campaign.
- Prepare your CEO support video, email or letter to your employees.
- Identify 3-5 testers (digital campaigns only).

1 Week Before Kickoff
- Publicize your campaign.
- Send CEO support video, email or letter to your employees.
- Review and prepare for event kickoff with your campaign team.

Kickoff Week
- Host your company-wide campaign kickoff event.
- Present United Way information to all employees.
- Distribute pledge forms (paper pledge campaigns only).
- Thank your CEO for supporting the campaign.
- Thank every employee for participating in the campaign.

Campaign Wrap-Up
- Collect all pledge forms (paper pledge campaigns only).
- Announce your final campaign results.
- Thank your CEO and every employee AGAIN for their contribution.
- Conduct a campaign de-brief with your campaign team and RM. Develop a written summary for next year.
- Consider volunteer opportunities to increase employee morale.

For copies of our campaign materials, United Way logos and videos, visit our Resource Center. www.unitedwayglv.org/ResourceCenter
Campaign-focused events and incentives can be the keys to generating enthusiasm and interest among employees. Here are some fun ways to increase participation and dollars raised.

**Event Suggestions and Ideas**

**Food Brings People Together**
Whether you cookout or cookoff, your initial campaign meeting needs to grab your employees attention and encourage them to attend.

**IDEA:** Make it a fundraiser. Host a cookoff contest by asking your co-workers to bring in their favorite crockpot recipe. For a small fee, employees can fill their plates and vote for their favorite dish. Bragging rights all around for the winning recipe.

**Healthy Competition**
A little competition can bring out the best in your co-workers and United Way campaign.

**IDEA:** Make it a fundraiser – with office olympics! Set up games like paper clip jump rope, office chair races or trash can basketball. Allow teams to "buy" head starts and other advantages, all benefitting your campaign.

**Incentives**
Reward those employees participating in the campaign who:
- Make their pledge (digital or paper) on the first day or during the kickoff event
- Give generously at the leadership level ($1,000 or more)
- Donate for the first time
- Increase their previous year’s donation

**INCENTIVE IDEAS:** casual dress day, VIP parking spaces, PTO days (half or full), shirts/hats/other company apparel, one week of coffee delivery by the CEO, raffle baskets, awards, gift certificates to community vendors, event admission passes.

*To help off-set any costs, try collecting donations from local businesses/individuals.

For copies of our campaign materials, United Way logos and videos, visit our Resource Center. [www.unitedwayglv.org/ResourceCenter](http://www.unitedwayglv.org/ResourceCenter)
UWGLV offers several ways for you to connect with people who share your interest in helping our community. Opportunities to get involved include:

**Emerging Leaders**
Emerging Leaders is a diverse, welcoming group of young to mid-career professionals united in building a stronger community. By investing in the Lehigh Valley, Emerging Leaders elevate their relationships, neighbors and network through:

- Unique volunteer projects with United Way partners
- Quarterly events and leadership opportunities
- Impact experiences at area nonprofits highlighting their contributions at work

Emerging Leaders membership starts at less than $10/week ($500 annually), which can be paid through a credit card pledge or payroll deduction, where applicable.

**Women United**
Women United members leverage their individual strengths and collective resources to improve the lives of women, children and families. These local, female philanthropic leaders are committed to forging partnerships, empowering other women to succeed and supporting meaningful programs with lasting impact.

Members may:

- Connect with key business and community leaders at exclusive events
- Serve on committees to help influence decision making
- Support worthwhile causes during unique volunteer opportunities

Members contribute a minimum of $1,000 annually to the Women United fund, which is fully invested back into our community. A step-up option is also available to donors making a $500 pledge now, along with a commitment to reach the $1,000 level over three years.

**TeenWorks**
TeenWorks empowers community-minded student leaders to make a difference in the Lehigh Valley. With strong support from labor unions and others, TeenWorks has invested in more than 500 community service projects driven by teens and local youth-based organizations. In recent years, TeenWorks grant recipients have brought new digital resources to a classroom in Easton, completed essential renovations at a daycare in Bethlehem, enhanced an outdoor classroom in Wescosville, and so much more. By making a pledge in support of TeenWorks, you help to support the work of these exceptional young leaders while also investing in a stronger Lehigh Valley.

If you are interested in learning more about these affinity groups, your Relationship Manager can provide additional information.

For copies of our campaign materials, United Way logos and videos, visit our Resource Center. [www.unitedwayglv.org/ResourceCenter](http://www.unitedwayglv.org/ResourceCenter)
**Where will the increased campaign contributions go?**

The generous increase in donations has allowed us to increase our community investments by 27% since 2015. As a result, we have increased investments across in all of our impact areas (education, food access, healthy aging and emergency services) and in all of the geographic areas we serve throughout Lehigh, Northampton and Carbon counties.

**How do you invest the money you’ve raised? Will partner agencies see an increase in their grants?**

In 2017-18, potential partner agencies were invited to participate in a rigorous, community- and volunteer-led investment and application process that occurs once every four years. Program investments are selected based on how strongly they align with proven strategies to achieve grade-level reading success, reduce food insecurity and ensure more seniors may stay safe and healthy in their homes. While many organizations received funding increases, there were not enough funds available to increase funding to all 90+ partner agencies.

**Why did you eliminate or reduce funding for a particular partner agency?**

There are a number of reasons a partner agency may not receive a contract or receive a smaller contract. Most commonly, we wanted to fund programs at greater levels than we could with the limited funds available. For example, during the 2018-22 application process, we received $11.4 million in funding requests and had approximately $6.1 million available in our grant-making pool, making these funding decisions very difficult for staff and volunteers. They selected the programs that show the greatest promise to help achieve our goals to improve the health, safety and education of every person in our community based on the strategies outlined in the 2018-22 Investment Plan.

**What is your overhead?**

UWGLV strives to be cost efficient and maximize the dollars invested into our community. Good management practices, a high level of volunteer participation and leadership, and in-kind services donated by local organizations and corporations combined with United Way’s tradition of value and efficiency in raising resources, means more of each dollar donated goes directly to helping those in need. For 2018-19, our overhead rate was 15.1%, which means that 85 cents of every dollar you invest goes directly to our community initiatives.

**Why do you fund for-profit companies, churches, religious organizations and school districts?**

United Way of the Greater Lehigh Valley strives to partner with the best organizations to achieve our community goals. UWGLV does not fund organizational operations; it provides funds for specific programs such as food pantries operated by churches, behavioral health services provided by health networks and summer-learning programs through school districts. All programs are subject to the same application process and are selected based on how strongly they align with our proven strategies to achieve grade-level reading success, reduce food insecurity and ensure more seniors may stay safe and healthy in their homes.

**How can we be sure funds raised in our area are used in our area?**

United Way of the Greater Lehigh Valley is committed to financial stewardship and honoring donor intention. More than 95 percent of the funds raised by United Way of the Greater Lehigh Valley stay in the Greater Lehigh Valley. The only donations that are invested outside of Lehigh, Northampton and Carbon counties are designated to do so by the donor. To ensure the funds that you donate stay in the Greater Lehigh Valley, you may donate to the LIVE UNITED fund, which ensures that every penny donated stays in our service area. To learn more, a full list of financial reports is available on our website at www.unitedwayglv.org including our Annual Reports, IRS 990 and audit files.
Potential objections

Sincerity and commitment are the best tools when responding to objections. Often providing accurate information overcomes misconceptions and plants a seed for future giving.

I already give directly to a charity.
Firstly, thank you for giving. Together we can accomplish more than anyone can alone or through a single charity. United Way is looking at the big picture – assessing community conditions, investing in focused goals and measuring results to create long-term changes. By giving through United Way, you are choosing to support the greatest need in the Lehigh Valley through program investments outlined in our 2018-2022 Investment Plan. Although it would not be tied to community impact goals and measurements, you may choose to direct your United Way gift of $25 or more to any qualified health and human services 501(c)(3) nonprofit.

Times are tight. I don’t have money to spare.
Every gift to United Way, no matter its size, provides vital services to people in our community who need our help. When you give, you join nearly 18,000 generous donors in the Lehigh Valley to create life-changing conditions for some. You may find that giving a small amount each pay period through payroll deduction allows you to make a pledge that fits your budget.

I feel pressured into giving.
Giving is a personal matter and decision. Neither United Way nor its volunteers believe people should be forced to give. Pressure defeats the very idea of voluntary giving. United Way counts on people to give because they understand the critical needs of our community and because they want to improve people’s lives. Everyone should have an opportunity to give and to enjoy the emotional reward that comes from knowing you are part of building a stronger, healthier community. Only you can determine whether you want to give at this time.

I don’t live in the Lehigh Valley.
In today’s world, people often have ties to more than one community. Each United Way serves a particular geographic region and is committed to fostering the health and vibrancy of that area. Through United Way’s donor choice program, you have the option of designating your gift back to the community in which you live or you can split your gift to make a difference in both communities.

I heard about a financial scandal at United Way.
Every United Way is local and independent, including your United Way of the Greater Lehigh Valley. A volunteer board of directors comprised of industry professionals and leaders in the Lehigh Valley makes decisions about investments for our region, and UWGLV has never experienced any financial abuse. Over 25 years ago, a former United Way of America president, William Aramony, and two associates, were indicted for misusing funds. Neither United Way of America as an organization, nor any local United Ways, were charged with any wrongdoing in this matter. United Way instituted major governance and structural changes, and has become a model of accountability in the nonprofit sector. Forbes magazine has since named United Way among the top five all-star charities for financial efficiency.

I don’t use United Way services so I don’t benefit from giving.
It takes everyone working together to create a strong, vibrant community. We all win when children succeed in school, families are financially stable and our neighbors are healthy. Job loss, loss of a loved one, illness, accidents, disabilities, family problems, natural disasters and the problems of growing up and growing old know no boundaries. Your gift helps ensure that United Way services are available when they’re needed. In fact, you or a family member may have already used a United Way-funded program without realizing it. People from all backgrounds benefit from services provided by United Way partner agencies including nutrition and education programs, mentoring and job training and much more.

I heard your CEO has a very large salary.
United Way is the world’s largest privately-funded charitable organization, with nearly 1,800 locally-based United Ways in more than 40 countries and territories. United Way of the Greater Lehigh Valley is one of the locally-based United Ways, governed by a volunteer Board of Directors. Staff salaries are comparable to other high-performing nonprofits in the Greater Lehigh Valley. Headquartered in the Washington, D.C. area, United Way Worldwide (UWW) salaries are comparable to other top charities and foundations in the United States, as well as U.S.-based charities with worldwide missions and scope of activities and certain private foundations with philanthropic missions similar to UWW.

For copies of our campaign materials, United Way logos and videos, visit our Resource Center. www.unitedwayglv.org/ResourceCenter
Plan a Leadership Event
Prior to your campaign kickoff, schedule an event to talk with C-suite staff members and department leaders about leadership giving. Typically, a senior-level speaker from United Way and/or a senior-level volunteer from another company (e.g. a peer leader or Campaign Cabinet volunteer) will present a case for support about giving to United Way at a leadership level and why it makes a difference. If someone at your company is already giving at this level, ask them if they’d be interested in speaking as well.

Make the Ask
The number one reason people don’t give to United Way is because they were never asked. Identify those in your organization who have the potential to contribute to United Way at the leadership level and ask them for a gift through a one-on-one visit or at a special event.

Say Thank You
Hand-written thank-you notes are a great way to personally acknowledge a leadership gift, but be sure to thank them in person as well. You could also ask your CEO or other C-suite executive to write thank-you letters. If the donor is comfortable with publicity, you could recognize them in internal communications and other company acknowledgments.

If you have the resources, you could plan a company-sponsored thank-you event for all leadership donors once the campaign has closed. Partner with your Relationship Manager to summarize the results of leadership giving and its impact on the overall workplace campaign.

Communicate Impact
After your campaign closes, report back to your leadership donors on how their gifts are making a difference. This is a good way to keep United Way in front of your leadership donors all year long. Your Relationship Manager can provide you with these details and how they impact the community.

Recognition Level | Contribution (min.)
--- | ---
Silver Leadership | $1,000 – $1,499
Gold Leadership | $1,500 – $2,499
Platinum Leadership | $2,500 – $4,999
Visionary Circle | $5,000 – $9,999
Tocqueville Society | $10,000 – $99,999
National Society | $100,000+

For copies of our campaign materials, United Way logos and videos, visit our Resource Center. [www.unitedwayglv.org/ResourceCenter](http://www.unitedwayglv.org/ResourceCenter)