

United Way NCL Advisory Council Meeting
February 6-7, 2008
Hosted by United Way of San Diego County, California

Wednesday, February 6, 2008

New NCL Advisory Council Chair: Brenda Suits, Sr. Vice President, Bank of America

California Wildfires Recovery Update

Doug Sawyer, President & CEO and Carol Williams, Director of Community Impact, UWSD

- Living in San Diego means living with the reality of wildfires
- Shared information on the impact of the recent wildfires and showed a powerful 12-minute video taken by a journalist who lost his home
- 370,000 acres burned over 4,000 square miles
- 1,700 homes lost; 15% of the land
- 1 of every 6 people evacuated (half a million)
- 1 in 4 called 2-1-1; 120,000 calls in first week to 2-1-1
- 3 million people affected
- Intense smoke lingered for many weeks
- San Diego Fires began 9/21/07 and lasted 19 days

Sara Matta, former 2-1-1 Director and United Way staffer

- Shared her compelling personal story of losing her home in the recent fires.

Jeff Weiman, San Diego Foundation

- Discussed the partnership with UWSD to work toward fire prevention, advance planning and coordinating with other community leaders for the next fires “which will happen.”
- Stressed the importance of long-term recovery.
- The needs of wildfire victims changes over time, especially in the back country. At present there is a need for water as many of the well heads have melted. Telephone poles were burned and lines are still down. Counseling services are in need for those whom have suffered trauma. Legal services are needed in working with contractors and help is needed in dealing with insurance companies.

Bus tour of affected areas, led by City of San Diego Councilman Brian Maienschein

Doug Rowand of Arrowhead United Way and Dave Stuart and Ira Maser from Rebuilding Mountain Hearts and Lives

- Reviewed how their service area was affected and discussed alternate plans for future disasters.

Local Community Impact Update, Carol Williams, United Way of San Diego County (UWSD)

- **Project Safe Care** – preventing child abuse and promoting child welfare
- **Financial Stability Partnership** – partnering with financial institutions and local government to promote savings, credit reduction, EITC with outreach, metrics and controls.
- **Homelessness Outreach and Prevention** – partnering with local governments throughout SD County on a 10-year plan to end homelessness. One of 1 of 200 cities in U.S. selected to focus and deal with this issue. It was noted there are approximately 1,500 homeless which use 50% of the services.
- New/improved UWSD moved from funding agencies (135) to supporting impact with three focus areas: Child Abuse & Neglect, Financial Stability Partnership and Homeless Outreach. These three Impact areas will receive 90% of the funds raised with the other 10% going to a response fund. Each Impact area used the process via “Vision Council”.

Leadership 18/Promoting Partnerships Grant for Gulf Coast recovery

- Brenda thanked seven Advisory Council companies for volunteering to serve as grant reviewers for the Promoting Partnerships Grant for Gulf Coast recovery – to encourage nonprofit collaboration in the Gulf Coast as part of United Way’s commitment to long-term recovery through Leadership 18.

Special thanks to:

- Melissa Buchanan of Wachovia
- Reg Foster from IBM
- Dezarie Meyers from Pfizer
- Kathleen Mayglothling of GE
- Joan McDade from Wells Fargo
- Nick Schmidt from Xcel Energy
- Carey Wirtzfeld from Qwest

2008 United Way Focus, Mary Kay Leonard, Group Vice President for Investor Relations, United Way of America

- Update on recent tornados, 2-1-1, customer relationship management and United Way’s national “advancing the common good” framework by focusing on Education, Income & Health.
- PPT covered operational excellence, diversity & inclusion, goals for 2007 to 2012, plans to grow revenue 4-6% annually.
- Discussed local United Ways adopting the community impact model – which UWs? NCL to provide a list of local United Ways who are using the community impact model
- The Advisory Council offered to help promote United Way’s community impact agenda where they have locations.

LIVE UNITED Engagement Opportunities, Randy Punley, Director of Corporate Partnerships, Brand Leadership, United Way of America

- Reviewed the newest info from the United Way Brand Forum for local United Ways.
- Advisory Council requested campaign/marketing materials, which NCL will be providing shortly in the form of the NCL campaign toolkit, customized especially for NCL companies.
- The AD Council will co-sponsor United Way's LIVE UNITED campaign.
- Reviewed youth engagement opportunities, such as Alternative Spring Break, as well as Day of Action.

Community Impact Framework, Dr. Mayde Henson, VP Community Impact Development, UWA

- Presented an overview of the community impact agenda: "Advancing the Common Good" by focusing on education, income and health.
- Discussed health, noting it will be ready in 2009 and will be framed similarly to Financial Stability (Income) which was launched in 2007. Health may start by focusing on healthy babies, obesity etc. Henson asked for help getting thought leaders in this sector.
- Second annual Financial Stability Partnership 2008 Leadership Summit in Chicago in June.
- What is the role of the small business sector in Financial Stability Partnership?
- Qs were raised on "how CSR & UW could bridge the two"

Campaign and Year-Round Engagement Best Practice Sharing

- UPS celebrated 100 years in business by holding 100 days of caring and asking UPSers to volunteer around the program. The result has been more people are joining Boards.
- Johnson & Johnson opened pledge system to "virtual employees and sales force to enable in-person campaigns at annual sales conferences. Also opened campaigns at National Sales Meetings early in the year. The United Way Campaign at J&J is driven by the value system of supporting communities. The Company leadership speaks on behalf of UW at the Sales Meetings to take the campaign lead. Key to working with sales force is beginning early.
- Texas Instruments focused on PR materials, Leadership Giving, personal stories. Inclusion of TI employee givers on UW posters, videos, news articles, photos and stories in their brochure, which highlights diversity of individual givers, including retirees. A very personal approach, "I became a leadership giver because I read your story." Campaign Coordinators could take the discovery of personal stories and use these during the campaign.
- Nationwide gives grants to select agencies where employee's share stories.
- ITW discussed diverse groups: big retiree campaign; retired CEO solicits staff (\$x\$ match), gives stock, uses executive leadership w/ 2-year term. Initiated executive retiree campaign including a dinner at which Tocqueville asks are made. Letter from CEO to retirees including former CEOs. Also, free retiree lunches where asks are being made. Suggested asking HR Department about personal stories. Utilize peer-to-peer connections.
- Xcel sends campaign letter to 11,000 retirees. Recruit active retiree chair.

- Fluor: Exec team has high-level chair appointed for 2 years, wants to increase/expand culture of giving to United Way in the company worldwide. Team leaders in companies get very involved. They want to increase culture of giving in global locations. Colleagues in China raised \$7k which was matched.
- Qwest has a new CEO and this was leveraged to explain the new corporate restructuring bringing more comfort to employees, and about the campaign – better environment. Qwest is expanding in Bangalore. Employees in India want to get involved with United Way.
- 3M uses in-house electronic pledging – tried for first time. Used click and give. Created avatars to get people interested and excited about the campaign. Major corporate restructure but campaign remained flat; personal thank you notes to all leadership givers – giving in this category was up. Tocqueville givers doubled through a personal challenge from the Executive Chair. Campaign leaders in each business unit took it upon themselves to ask agencies to write personal thank you letters to givers.
- Wells Fargo has a strong steering committee; Strong growth with all major markets. Used video. Changed materials and messaging to “Choose to give from your heart.”
- Williams has 14 steps to a successful campaign. Incentives are provided for employees to volunteer and also conduct staff meetings at agencies and other projects.
- Wachovia – Redefined participation based on choice. Those who chose not to give but went into the system still qualified as ‘participants.’
- Bank of America – Tracking response rates. Have been educating people about UW. Doing poverty simulations/role playing through the UW of Charlotte. Other activities during non-campaign period.
- GE promotes the fact that giving is personal and that giving information is strictly confidential.

Thursday February 7, 2008

Corporate Perspective on Competition, Tracy Nilles, VP, NCL, United Way of America

- Shared data which suggests companies running United Way branded campaigns generally yield better overall raised, per capita gifts and participation. Noted Resources Under Management are 68%, and 90% of local United Ways now follow the Impact Agenda.
- **Who is approaching you?**
Overall, corporate partners said they are being approached less frequently than in past years. These groups are approaching senior executives trying to create advocates, not approaching the foundation or charity groups.
- **What can we provide?**

Some companies have an official statement for all senior leaders to refer to explaining why they partner with United Way. NCL will work on obtaining samples as well as helping create a template companies could use. United Way's value as a philanthropic partner in local communities where a company does business is clear. This is more than a giving campaign. United Way is about action, bringing people together locally and nationally, mobilizing resources and knowledge, focusing on impact areas, and tackling each community's toughest challenges to strengthen communities and provide lasting change.

United Way can also help tell the story of United Way as a community connector that gets results with impact data from local United Ways. United Way covers the entire country. Focus on the health of the community in the messaging, not about United Way. How United Way compares to other nonprofits is not really relevant. UWA should show how United Way is valuable to the corporation as a philanthropic partner, furthering company's goals and aligning w/CSR. Expand on the impact agenda; show relevance. NCL needs to answer "This is why we have a campaign".

More choice in the campaign often leads to greater confusion and less participation among donors. The 3 impact areas of UW are good, as is the overall movement toward change.

- **Questions**

- What is the guarantee that United Way will use designated funds for their intended purpose?
- Have all United Ways bought into the community impact model?
- What has been the effect of United Way pulling \$ from member agencies?
- Is there spot checking/auditing of United Ways to ensure \$ is being used for impact areas?

- **Responses**

- Accountability on funds raised and used is part of the United Way membership standards and failure to adhere to these results in disassociation from UW.
- 90% of local United Ways are on board with the Community Impact model, but not all of these are in the implementation stages just yet.
- Philanthropic community generally recognizes that United Way is making some necessary and hard choices as it charts its future.
- UWA is working on developing effective survey tools that will help ensure accountability.

Re-imagining the Workplace Campaign

- Many techniques traditionally employed in workplace campaigns (agency fairs, agency site visits, on-site fundraisers, incentives provided by central office, kickoff events) are no longer working or being used. It is difficult to bring new or young employees into the United Way fold.

- **Questions**

- How do we excite and inspire young people to advocate and volunteer?
- How do we advocate asks for \$?
- How do we train people to become powerful speakers and advocate to others the importance of giving?
- Which companies are examining how to engage their younger workforce?
- What are new techniques being tried and tested, and how well are they working?

- **New Techniques**

- Shift away from on-site fundraisers toward payroll deduction
- When companies no longer provide incentives, solicit benefits from vendors that could be used as incentives
- Provide incentives for early response
- Allow employees to pledge volunteer hours in addition to/instead of \$
- Recognize volunteer time by monetizing it and making donation as match to the agency (\$18.77/hr.)
- Use technology to tell the story of beneficiaries by including video clips on giving sites
- Personalize LIVE UNITED messaging with local beneficiaries
- Conduct company staff meetings at local United Ways and/or agencies
- In-house volunteer projects
- Poverty simulations

- **Engaging A New Workforce**

- United Way of America should coordinate this effort and help companies reshape campaigns to fit the community impact model
- The new generation of employees generally do not remain at one company as long which is cause to rethink how we approach the relationship with not only the company but also with individuals so that the culture of giving continues when they move on to a new position and/or company
- Technology should facilitate different messaging to different resource/interest groups
- Loaned executives can speak with their peers about philanthropy
- Tap into existing presence and allow people to self identify
- Refocus leadership roles and have them speaking in front of business units and meeting with executives
- Encourage year-round engagement beyond solicitations by keeping messaging and philanthropic ideas in front of workforce
- Executives themselves provide the incentives in the form of in-kind gifts (tickets, vacations, etc.) that come out of their own pockets demonstrating to the workforce that they are behind the program

Global Update, Frank Watson, Director of Strategic Philanthropy, NCL, UWA

- Brought the Council up to speed on Globalization of the United Way brand and the work in progress. United Way impact focus is a commitment to improving lives and communities – not necessarily limited to geography as a brand. Currently, United Way International affiliates in 45 countries; NCL companies have a major presence in many of those countries and beyond. United Way is working toward being a partner with supporters and community leaders throughout the world using superior performance standards, clear community impact models and clear recognition of the brand value. “United Way” and its brand mark would be the standard worldwide and in some cases side-by-side with in-country established brand name. Donor advised giving is a current strong offering provided by United Way International and is a highly valued service that is growing rapidly. United Way is working to be positioned with products and services to support NCL partners at locations around the world in employee volunteer opportunities and employee campaigns.

Council Updates:

- United Way’s Community Leaders Conference is May 14-16 in Baltimore. Advisory Council meeting is May 13-14 before the conference. Thanks to UPS, Boeing, Xcel Energy, Target and Williams for stepping up to sponsor this event. CLC has a corporate track, exciting best practice session from Spirit of America/Summit award winners, as well as the Spirit of America awards dinner May 15.
- Spirit of America applications are due March 12, and judging to determine the winners is March 18-20. If you plan to apply and have not yet requested an official application, please talk to Tracy Nilles, Amanda Ponzar or anyone on the NCL team.
- Council bid farewell to Melissa Buchanan whose term on the council is completed. Thanks, Melissa.