

LIVE UNITED

MESSAGE PLATFORM
COMMUNICATIONS GUIDE

GIVE. ADVOCATE. VOLUNTEER.
LIVE UNITED 

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CHANGING PEOPLE’S UNDERSTANDING OF SUCH A WIDELY KNOWN AND RESPECTED BRAND BEGINS WITH THOSE CLOSEST TO THE ORGANIZATION – UNITED WAY STAFF AND SUPPORTERS ACROSS THE COUNTRY. THE MESSAGE PLATFORM IS NOT JUST FOR MARKETING STAFF. IT IS A TOOL THAT WILL HELP STAFF ACROSS FUNCTIONAL AREAS ORGANIZE THEIR CONVERSATIONS TO MORE ACCURATELY REFLECT UNITED WAY’S WORK AND TO MAKE A COMPELLING CASE FOR SUPPORT FOR A VARIETY OF AUDIENCES.

In recent years, United Way has undergone dramatic shifts in how it works to serve communities. The historic “community chest” with a broad charitable mission has transformed into a change agent focused on community impact – mobilizing the caring power of communities. Our communications need to shift as well, to accurately portray our organizational shift using language our audiences can embrace.

Through a rigorous effort that included input from United Way Worldwide and local United Way executives, corporate partners, and key community stakeholders, as well as several rounds of research with active community investors, United Way has arrived at a Message Platform that accurately reflects the organization’s mission and work and makes a compelling case for broad support.

This workbook is a companion to the formal training program. It is intended to serve as a refresher of lessons learned during workshops and to provide detailed explanations and examples of the strategy.



LIVE UNITED

TALKING POINTS

Every conversation should be organized around four main ideas:

BRAND POSITION (WHAT WE STAND FOR)

United Way advances the common good by creating opportunities for a better life for all.

GOALS (WHAT WE ARE TRYING TO ACCOMPLISH)

Our focus is on education, income and health, because these are the building blocks for a good quality of life.

ROLE (HOW WE WORK TO ACHIEVE OUR GOALS)

We recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.

PORTRAY THE ROLE (DO IT, DON'T JUST SAY IT)

We invite you to be a part of the change. You can give, you can advocate and you can volunteer. That's what it means to Live United.

The following section discusses each of these points in more depth, including the rationale, detailed descriptions, and examples.

UNITED WAY ADVANCES THE COMMON GOOD BY CREATING OPPORTUNITIES FOR A BETTER LIFE FOR ALL. OUR FOCUS IS ON EDUCATION, INCOME AND HEALTH, BECAUSE THESE ARE THE BUILDING BLOCKS FOR A GOOD QUALITY OF LIFE. WE RECRUIT THE PEOPLE AND ORGANIZATIONS FROM ALL ACROSS THE COMMUNITY WHO BRING THE PASSION, EXPERTISE AND RESOURCES NEEDED TO GET THINGS DONE. WE INVITE YOU TO BE A PART OF THE CHANGE. YOU CAN GIVE, YOU CAN ADVOCATE AND YOU CAN VOLUNTEER. THAT'S WHAT IT MEANS TO LIVE UNITED.

THE MESSAGE PLATFORM

A message platform consists of core, foundational ideas that underpin everything we want people to understand about the organization. It provides structure and support for communications including everything from casual conversations to formal advertising.

The core, foundational ideas in United Way's message platform include its brand position (what United Way stands for), its goals (what United Way is trying to accomplish), and its role (how United Way works to reach its goals). In addition, United Way should always *portray* its role, not just *state* its role.

BRAND POSITION: ADVANCING THE COMMON GOOD

A community of connected individuals, all people, united and working together for the benefit of all, is at the heart of what United Way represents. Unlike charities that base their appeal on giving to the needy (the "haves" giving to the "have nots," "us and them") United Way recognizes that we are all part of something greater, and that a tear anywhere weakens the entire social fabric.

The Boys and Girls Club is close to my work place. I've been over there and I see the work they do. It's not directly connected to me, but I can certainly see how it benefits the world I live in.

It matters to me that I live in a good, healthy community where ... the problems are being worked on by community organizations such as United Way ... I have no children but I support the schools because to me that's important to a good community that I want to live in.

Active Community Investors

Not only is this brand positioning an accurate reflection of the community impact approach, it also sets United Way apart from other charitable organizations.



THE MESSAGE PLATFORM (continued)

“Advancing the Common Good” is a compelling, research-based phrase to communicate the brand position. In addition, communicators should weave this idea throughout communications using a variety of expressions, such as:

- “United Way works on behalf of the common good ...”
- “Helps make steady advances in society by identifying and addressing common problems ...”
- “We all win when a child succeeds in school, when a neighborhood turns around, when families have good health and workers have solid jobs.”
- “... with benefits that will ripple out to the community as a whole.”
- “... ensuring society will continue to progress and our children will have a better future.”
- “It takes the whole community working together to reach our mutual goals.”

A community of interdependent people is very different than altruism. Note the following examples that distinguish the two ideas:

Common Good Position (Interdependent)	Altruistic Position (Haves and Have Nots)
<p>We sink or swim together.</p> <p>We all have a stake in creating a healthy, prosperous community.</p> <p>We work to address the circumstances that destabilize communities.</p>	<p>We have a duty to help the less fortunate.</p> <p>People right in our own community are suffering.</p> <p>We work to lift people out of circumstances that make them vulnerable.</p>

GOALS: EDUCATION, INCOME AND HEALTH, THE BUILDING BLOCKS FOR A GOOD QUALITY OF LIFE

The three pillars in the community impact agenda—education, income, and health—should be specifically cited. In addition to making the most difference for society, the three impact areas are compelling reasons to support United Way’s work because they:

- reinforce the sense of interdependence we are trying to establish as a brand, since they are goals that advance society, not just a few individuals,
- add clarity to United Way’s brand position,
- are high priorities for Americans, and
- lead to lasting change — teaching a man to fish, not just giving a man a fish.

[United Way] has specific goals ... specific focuses instead of just the broad “help people”... it makes me feel better ... more like they have a plan.

Better education, higher income, and better health are all necessary and improving outcomes in these areas are the most cost effective ways of improving societal outcomes.

Those are keys to helping make a difference in people’s lives ... it isn’t just giving money, it is helping people stand on their own.

Active Community Investors

Characterizing the three impact areas as “the building blocks for a good quality of life” helps people see the three areas as a foundation for everything that matters in life. This metaphor communicates that the impact areas are essential and addressing them will create a lasting effect.

Building blocks are typically critical — the “foundation” of something. Quality of life to me, means independence — in every sense of the word — and a success however you choose to define it.

Active Community Investors

It is important to keep the focus on the collective good when communicating the goals. All too often we talk about the importance of the goals in individual terms – a high school degree is a milestone in a young adult’s life, Jacob wouldn’t be where he is without his mentor, etc. When we do this, we are slipping into an altruistic perspective rather than keeping people focused on collective benefits. There may be times when a focus on the individual is unavoidable – or maybe even desirable – but to the extent we can, it is FAR more effective to reinforce how a particular situation affects us all. See “Bridging from Common Good to Goals” for more explanation and examples.

GOALS: EDUCATION, INCOME AND HEALTH (continued)

MORE ON “INCOME”

People have a good sense of the kind of goals United Way would have in the areas of education and health. “Income” is more difficult for them to imagine. While most accept that income is a strong influence on a person’s quality of life, often people struggle to understand what United Way or anyone (other than the affected individual) could do about it.

In describing United Way’s income-related work, it helps to talk about financial stability.

Many are walking a financial tightrope, and United Way helps broaden that tightrope into a path making it less likely that people will fall. The work United Way does to increase financial stability has benefits that ripple throughout the community.

In the shorthand version (“education, income and health”) there is little difference between the words “income” or “financial stability” because both references suffer from the same problem — people cannot imagine what United Way would do. However, in a longer conversation, it is more constructive to talk about financial stability.



GOALS: EDUCATION, INCOME AND HEALTH (continued)

MORE ON GOALS – ADDRESSING BASIC NEEDS

Since the economic downturn, local United Ways have been under pressure to prioritize basic needs. Of course this is important and immediate work, but it should not distract communicators from the brand strategy. As illustrated in the graphic at right, of these “basic needs” all are also within the Education, Income and Health impact areas (sometimes more than one area). The strategy is not just about long-term goals; it is also how we focus our short-term work.

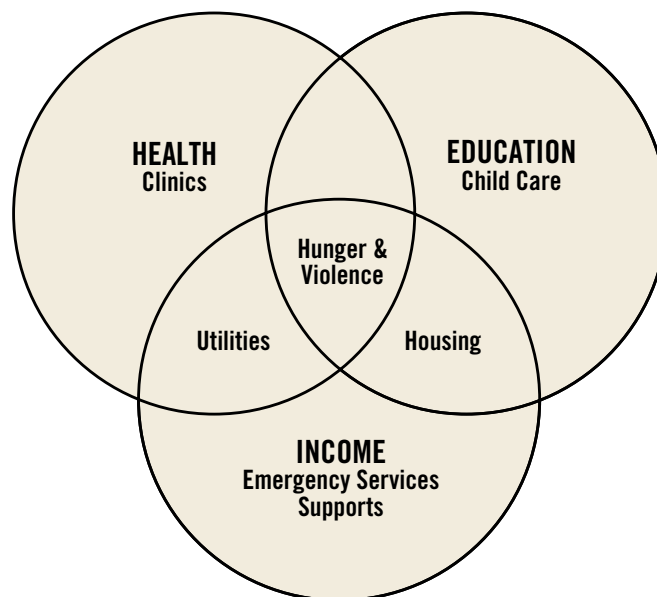
Note how the following example weaves the short-term needs and long-term objectives into one appeal:

The economic downturn clearly shows how eroding any of the building blocks of a good life – education, income, or health – can weaken the whole community.

For example, mounting home foreclosures and evictions ripple throughout local economies.

In the short term, we need to stabilize families by finding ways for them to stay in their homes, or afford utilities, or make sure they have enough food.

In the long term, our community will only prosper and grow if all families are financially stable - that means getting to work now on more affordable housing options, good paying jobs...



ROLE: INVITE, CONNECT, COMMIT

United Way's perceived role typically revolves around fundraising which then causes people to focus on money: how it is managed, who gets it, why bother with United Way, etc. The dollars have to be less of what defines who we are and what we do.

Many United Way leaders are reluctant to take credit and struggle to describe an important role for United Way that doesn't overstep into taking credit for other's accomplishments. This reluctance easily leads to promoting roles such as "convener" or "facilitator" which are passive and limited, suggesting United Way is the conference table, not an integral participant at the table.

We really are a table and a place where everybody can come and speak as equals.

We are not the experts in knowing all the solutions, but we know we can facilitate discussion to lead to best strategies.

We are already viewed as gorilla, arrogant and powerful ... in a social movement the power is with the people, not the institutions ... United Way wants to come behind or support the power of communities to make change. I'll be the wind beneath your wings.

United Way Leadership Interviews

We need people to recognize and value United Way's role in reaching the goals. Otherwise, people can support the issue goals and see no reason to support United Way. Without our taking credit for all the work, people need to see that change wouldn't happen without us.

Internally, United Way states its value proposition as:

We galvanize and connect a diverse set of individuals and institutions, and mobilize resources, to create long-term social change.

Any description of our role has to accurately reflect the value proposition. In addition, it has to be authentic across local United Ways, which is challenging because some are farther along than others in implementing the community impact agenda. Finally, the role needs to be distinct from the goals to clearly make the case FOR United Way no matter where outcome measurements stand at a particular point in time.

After significant reflection and research, United Way has developed an entry point for communicating the organization's role that is accurate, compelling, and appropriate for all local United Ways. Our role is about inviting, connecting and committing:

Inviting people into this work,
Connecting people to people, needs to resources, experts to advocates, and
Getting real commitments for action.

According to research with active community investors and stakeholders, the most effective language to describe this role is:

United Way recruits people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.



LIVE UNITED

ROLE: INVITE, CONNECT, COMMIT (continued)

This is an active and critically important role in getting the work to happen, but one that is not solely responsible for outcomes. If nobody recruits people to a cause, the cause won't be advanced. If nobody connects the school in need of volunteers with the company willing to provide them, the work won't happen. If nobody brings the experts and the actors together, things won't get done. If nobody pushes for commitments, resources won't emerge.

Each word builds to a complete picture:

- “Recruit” means United Way is looking for the best and wants to engage you.
- “All across the community” suggests we all have a stake and a responsibility.
- “Passion” connects emotionally and says there is a real commitment.
- “Expertise” conveys United Way has connections to those who know what to do.
- “Get things done” is about solving problems, not raising money.

MORE ON MOBILIZATION

The “Invite, Connect, Commit” direction is appropriate and compelling for every local United Way, and is an entry point for the conversation that every local United Way can authentically communicate.

However, as more and more United Ways advance a bolder, more assertive role for United Way, they have an opportunity to build on the role description.

These mobilization markets have embraced the five dimensions of mobilization.

How does United Way make change happen in a community? We:

- Listen to the community to learn what challenges in education, income and health people care most about, and what ideas they have to make things better
- Work together to figure out the strategies that have the best chance of solving our toughest problems
- Turn those strategies into something concrete that people want to invest in, with their money, time and expertise
- Use those resources wisely to achieve our challenging goals
- Keep people in the loop by reporting back, listening to what they have to say, and gaining ever-greater knowledge of our community.

The “Invite, Connect, Commit” direction is absolutely consistent with this work, and is, in fact, the essence of mobilization. The recommended language is a helpful entry point, but it can be enhanced with more detail about the steps that lead to change for those instances when audiences want to know more about the process. For example:

United Way recruits individuals and institutions from all across the community who bring the passion, expertise and resources needed to get things done.

ROLE: INVITE, CONNECT, COMMIT (continued)

We engage the community in setting a vision and priorities.
We work together to build strategies to reach the community's goals.
We get commitments in time, money and expertise to advance those strategies.
We measure the effectiveness of the strategies.
We report back, and adjust strategies when needed.

One caution: Communicators need to be careful to avoid getting the conversation mired in process details. Refer to the specific steps only with those audiences that clearly want to know more.

PORTRAY THE ROLE

Finally, it is not enough to SAY this is what United Way does — we have to demonstrate it. Every communication needs to include an invitation to commit to achieving the goals in some way. Specifically, the following invitation is compelling:

We invite you to join us. You can give, you can advocate, and you can volunteer. That's what it means to Live United.

While the Message Platform includes a number of ideas that work together to create a very rich and compelling story, the core ideas can also be collapsed into a concise Message Box.

A Message Box is a tool that many communicators find helpful. It organizes one's conversation into no more than four main ideas that should be touched upon in communicating about any topic.

The basic Message Box for United Way includes a statement of our Brand Position, our Goals, our Role, and an Invitation to Act. All four elements combine to create a compelling case, but are also adaptable to any particular topic a communicator wants to advance.



The Applications section of the Communications Guide includes several examples that apply the Message Box to specific situations.



LIVE UNITED

ADAPTING TO KEY STAKEHOLDER AUDIENCES

The basic Message Platform is the starting point with every audience for any conversation about United Way.

Beyond communicating during workplace campaigns or with the broader public, we often have the need to communicate with key stakeholders, such as corporate executives who support or are considering partnering with us, and foundation executives who fund our work. All the general elements and principles apply here, but there are some additional ideas we need to include that are essential to success.

LINK THEIR GOALS WITH OURS

Each conversation needs to be tailored to the organization. In particular, we have to make the link between United Way's work and the organization's charitable goals (not their marketing goals):

For several years you have emphasized [issue] in your charitable work. Here's how we're working to make progress reaching the same goal.

Assume that the "fundraiser" image of United Way is dominant even among stakeholders, and be very explicit about the community impact agenda and the commonalities between the agenda and their charitable work.

EXPLAIN THEY ARE ESSENTIAL TO SUCCESS

More than other audiences, corporate partners need to be told they are essential to the success of the effort. There are a number of ways to position their role as essential: their leadership or respect in the community, leadership on the issue, etc.

For example, imagine a company with a significant employee volunteerism program in the local schools. That company needs to be a United Way partner because the company's valuable work in education means they have to be at the table; they are essential to helping the community and United Way reach the educational goals.

Your company has shown real leadership in [issue], so it is essential that you be at the table as we work with people all across the community to make progress in that area. This work needs your involvement to be successful, so we ask you to join us.

Your foundation has made [issue] a top priority and is making enormous strides in reaching [issue goals]. We need your leadership and support to help the community's [issue] efforts be successful, so we ask you to support our work.

This approach is not just flattering; it positions the company's efforts as being in concert with the community and United Way's efforts (while helping to explain community impact).



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ADAPTING TO KEY STAKEHOLDER AUDIENCES (continued)

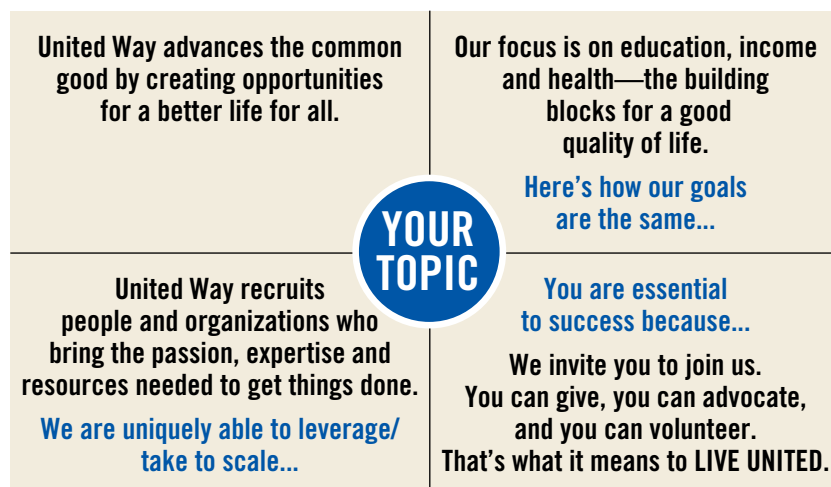
HIGHLIGHT UNITED WAY'S ABILITY TO LEVERAGE

Key stakeholders are drawn to one particular aspect of United Way that sets it apart from other charitable organizations. No other organization can compare with United Way's depth of integration in local communities, while being able to draw on national assets and scope — this is unique to United Way.

United Way has deep roots in communities with volunteer leadership on the ground, but we also have the broad reach that allows us to roll out good ideas across the nation and around the world. This lets us take the most successful strategies to scale/leverage resources for maximum impact.

Corporations appreciate that United Way can take their efforts (or successful local efforts) to scale, and foundations appreciate that United Way can leverage their resources across regions and the nation.

In summary, the Message Box for key stakeholders starts in the same place, but adds some elements to tailor the conversation to those audiences.



WORDS AND PHRASES

The Message Platform is designed to create the right foundation for the conversation; the context that allows the listener to understand the situation in the same way you do. As long as you stay true to the core concepts, you have a good deal of flexibility in how you communicate, in choosing the words and stories to use. That said, there are some words and phrases that are particularly powerful and that good communicators should draw upon frequently, and some that are powerful only in specific situations.

WORDS TO ADVANCE

Live United

Common Good

Building blocks

Recruit

Passion, expertise and resources

People and organizations

All across the community

Get things done

Commit

Invite you to join us

WORDS AND PHRASES (continued)

WORDS TO TARGET

Partners

This term (and relationship) is acceptable for corporate partners and partner agencies, but not ACIs or foundations. ACIs say “partner” is not a genuine characterization of their relationship with United Way, and foundation executives caution that “partner” refers to a particular kind of interaction and shouldn’t be used loosely.

Take to scale

the concept is powerful with stakeholders, but the actual phrase is only appropriate for corporate audiences.

Leverage

the concept is powerful with stakeholders, and the term is particularly helpful with foundation audiences.



WORDS AND PHRASES (continued)

Mobilize	For most people in most situations, mobilize does not convey what we intend. On the positive side, it brings to mind “action.” However, most people interpret “mobilization” as referring to short-term, emergency response requiring “big numbers of people” (aid to Haiti or flood victims, for example). People are less likely to associate “mobilize” with the longer term, ongoing work that is needed to solve problems. Its use should be limited to those relatively rare situations when you need to convey urgent and immediate action.
Rally	Causes people to think about big, visible efforts, not ongoing work. It is useful for a one-time, significant effort such as a day of volunteerism.
Stand up and take action	Sounds very political to most people, so only use for those audiences that are already primed to engage in specific advocacy efforts.
World/global	Perhaps the most basic association average Americans make with United Way is “community.” It is difficult to have a conversation with ACIs about United Way being a global organization, or designating U.S. contributions for international work, particularly in the current economic climate. More work is needed to determine how best to frame this incredibly important aspect of United Way’s work for the domestic audience. The prudent course of action at this point is to limit this conversation to those audiences most interested in global action.

BEST PRACTICES

Beyond mastering the use of the specific elements of the Message Platform, there are a number of good communications practices to keep in mind. Here are a few of the most important.

GET BEYOND SLOGANS

Effective communicators will use the Message Platform throughout their communications, touching on the Platform elements repeatedly using different phrases. Use it to organize and shape your conversation. Do not just briefly state the Message Platform at the beginning and then shift back to an old story.

BE DELIBERATE; PLAN YOUR POINTS

Effective communications is difficult and takes careful planning and practice. Take time to identify examples that illustrate your main ideas, create some soundbites that you can easily remember and reference, plan ahead for the kinds of questions you can expect, and practice in low-stress situations.

AVOID JARGON

Do not assume most people understand these issues the same way you do. Use plain language, simple explanations, and include metaphors that make complicated points in simple-to-understand terms.

STAY FOCUSED ON THE COLLECTIVE GOOD; DO NOT SLIP INTO VICTIM STORIES.

United Way's brand positioning is grounded in the Common Good — what advances society as a whole. This approach differs from charitable organizations that profile sympathetic victims in need. How do we avoid slipping into charitable mode when we want to tell powerful stories about people?

- Feature stories of volunteers instead of victims, those who made a difference in their school or community
- Talk about the success of programs/approaches that made a difference to *many*, rather than highlight *one* program recipient
- Connect program successes to community benefits, not individual benefits
- Tell stories about connections between people from different walks of life, communities on opposite sides of town, coming together through United Way for common purpose
- Focus on the systems or conditions that need fixing, not individuals who are failing



BEST PRACTICES (continued)

COMMUNICATIONS CHECKLIST

- Did you take the time to plan ahead, to decide what points you want to make and the examples and soundbites you want to use?
- Have you clearly and consistently communicated United Way's brand position — Advancing the Common Good?
- Did you stay focused on collective good throughout?
- Did you mention all three issue impact areas — education, income and health?
- Did you refer to them as “building blocks” for a good quality of life?
- Did you describe the role of United Way in reaching issue goals?
- Did you actually portray the role by inviting people to engage with United Way?
- Have the Message Platform elements been woven throughout your remarks, not just stuck at the beginning or end?
- Did you use plain language and avoid jargon?

A full-body photograph of a young man with dark hair, wearing a brown beanie, a white t-shirt with the text "LIVE UNITED" in bold black letters, and blue jeans with a brown belt. He is standing against a plain white background.

LIVE UNITED

MY MESSAGE BOX

Use the following Message Box to make notes for how you can adapt these ideas to communicate your topic. Consider writing your own personal checklist of things to keep in mind as you communicate.

<p>United Way advances the common good by creating opportunities for a better life for all.</p> <hr/> <hr/> <hr/> <hr/>	<p>Our focus is on education, income and health—the building blocks for a good quality of life.</p> <hr/> <hr/> <hr/> <hr/>
<p>United Way recruits people and organizations who bring the passion, expertise and resources needed to get things done.</p> <hr/> <hr/> <hr/> <hr/>	<p>We invite you to join us. You can give, you can advocate, and you can volunteer. That’s what it means to LIVE UNITED.</p> <hr/> <hr/> <hr/> <hr/>

YOUR TOPIC

Practice using your Message Box with one of the following role-playing exercises:

1. You are going to be interviewed by a local radio station about a new initiative United Way is sponsoring. Plan your remarks to be prepared for any question. Include a couple of smart quotes.
2. One of your corporate partners is having a company picnic, and it starts with a big rally to talk about how great the company and its employees are. You’ve been invited to talk for 3 minutes about the success of their partnership with United Way. What do you say?
3. You are at a cocktail party and unexpectedly find yourself in a one-on-one conversation with an Executive Vice President of a company you’ve wanted to interest in partnering with United Way. He says, “What kind of work do you do at United Way?” How do you respond?



APPLICATIONS

The following applications are simply illustrations for ways to implement the Message Platform. We drew upon materials from a number of local United Ways in putting these examples together. Use these to spark your own creativity.

SOUNDBITES

At United Way we embrace the idea that no man is an island — we all depend on each other.

What does it mean to Live United? It starts with recognizing that we're all in this together. And then acting on that knowledge.

Whether or not I know a child on the other side of town, it matters to me whether that child grows up to be a contributing member of this community. I have a stake in that, and a responsibility to do my part.

For a building to be stable for the long term, it needs a solid foundation. The same is true in life, and the building blocks for a solid life are a strong education, financial stability and good health.

For a building to be stable for the long term, it needs a solid foundation. The same is true in a community, and the building blocks for a solid community are a strong public education system, economic prosperity and quality health care.

The measure of United Way is not in the fundraising campaign, but in the ways we are impacting the community — in connecting people across the region, and in improving the foundations of our communities.

United Way does the critical but largely invisible work required to reach community goals — we recruit people to the cause, get commitments for action, and pull together the expertise and resources that get it done.

It takes an entire community to make a difference, and we need you.

APPLICATIONS (continued)

ELEVATOR SPEECH

United Way works to advance the common good by focusing on the three building blocks for a good quality of life — education, income and health. We are recruiting people and organizations from all across the community who bring the passion, expertise and resources needed to get things done and we need you to join us. You can give, you can advocate and you can volunteer. When we work together in common purpose, we Live United.

EXPANDED ELEVATOR SPEECH

Let me take a minute to tell you how things have really changed at United Way; we are more focused and outcome driven than ever before. We have one mission that drives everything we do, and that is to advance the common good - because we recognize that we are all united.

We are focusing all of our energies on the three building blocks for a good quality of life — education, income and health. Specifically, in ten years we will have increased high school graduation rates by X, and ...

United Way's job in reaching these goals is to recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done. If we don't engage committed people, the work won't happen. If we don't match those with know how with the necessary resources, we won't reach these goals.

These are ambitious goals, and we need you to be a part of the change. You can give, you can advocate and you can volunteer. But only when we are all working together toward common purpose are we truly LIVING UNITED.

APPEAL FOR ADVOCATE ENGAGEMENT

What does it mean to Live United?

It means recognizing that whether or not I know a child on the other side of town, it matters to me if that child grows up to be a contributing member of this community. High dropout rates affect the wellbeing of our entire community.

Highlight collective interdependence; shared responsibility

It means understanding that when any part of this community is struggling financially, it affects prosperity for us all.

It means seeing that drug addiction, teen pregnancy, and family violence are problems that ripple throughout our community, and that we can work together to address the conditions that contribute to these problems.

Because I have a stake in my community, I have a stake in all these things, and a responsibility to do my part.

Bridge to political action if that is the intent, but try to avoid partisan triggers

I can use my voice and my vote to speak up for education funding, for fair wages, for prevention programs for physical and mental health...

I can make a difference.

APPLICATIONS (continued)

PUBLIC THANK YOU ANNOUNCEMENT

United Way has announced the winner of this year’s Commitment to Community award, given to the organization that has done the most to advance our shared goals in education, income and health, the building blocks of a quality life.

Employees of Anders Autos have volunteered more than 1,000 hours mentoring kids to graduate high school, have given more than \$50,000 to support a job training program for displaced workers, and have advocated for a new health clinic set to open on Main and Clark. Through their tremendous efforts to give, advocate and volunteer, Anders Autos shows what it means to Live United.

Thank you Anders Autos for all you have done to make Anytown a better place for all of us.

PRESS RELEASE ON GRANT AWARD – MAKING THE WORK THE FOCUS

United Way of Anytown Announces Statewide Collaborative for Early Childhood Literacy

CITY, ST (DATE) – Fueled by a \$250,000 grant from the Anystate Department of Early Education and Care, United Way of Anytown announces a groundbreaking collaboration between United Way, the Department of Early Education and Care, Anytown Public Schools, and community based organizations like the Anytown Action Council targeted at increasing literacy outcomes for children and youth.

Highlight what the grant is FOR, what it will accomplish.

SPOKESPERSON QUOTE: “It takes 12 years to create a graduate, or a dropout. A child who is struggling to read well in the early grades will find each year of school increasingly difficult until they give up, unless we take action,” said NAME, TITLE. “Across academic research, third-grade reading levels are considered a direct indicator of whether children will succeed in school and graduate on time. We know what it takes turn things around.”

Do not overwhelm people with too harsh a description of the problem. Try to focus on solutions, results.

The Anne E. Casey Foundation and Harvard University recently released reports stating that, to counter low-literacy levels, children need to have high quality learning opportunities, beginning at birth and continuing in school and during out-of-school time, including summers, in order to sustain learning gains and not lose ground.

Through the collaboration, partner organizations will work with Anytown schools, sharing curriculum and creating enriching learning experiences for children through fun activities that continue outside school. GIVE BRIEF EXAMPLES.

PARTNER QUOTE: “There’s a clear role that out-of-school-time programs can play in helping children develop the skills they need to succeed in schools,” said NAME, TITLE, ORG. “By better aligning these programs with schools and creating more opportunities for literacy education, we can help close the achievement gap across the state.”

APPLICATIONS (continued)

United Way of Anytown is looking for volunteers who have the commitment and passion to help get this work done. People are needed as readers, tutors and mentors. For information on volunteer opportunities with the Collaborative, please call NUMBER, or visit WEBSITE.

Reinforce collective action.

PRESS RELEASE ON FUNDRAISING CAMPAIGN – MAKING THE GOALS THE FOCUS

United Way of Anytown to Reveal United 2020 Community Goals at Upcoming Reception

United Way of Anytown will introduce the *United 2020* community goals – bold initiatives that aim to produce lasting advances across the region – at its annual Heroes of Hope event. In addition to celebrating that the annual United Way fundraising campaign exceeded its goal, this year’s special program will introduce goals to build a world-class community in the next ten years.

Highlight what we are trying to achieve, not the money raised.

“Throughout the next decade, United Way will move toward a more focused approach to addressing community-level issues, by showing measurable progress in the areas of education, income and health, the building blocks for a good life,” says Name, Title, of United Way of Anytown. “An exceptional team of local experts has established a strategy that will spur bold, compelling advances in our community. Now United Way is recruiting people and organizations all across the community with the passion, expertise and commitment to get the work done.”

Include goals, an appeal to the common good, and United Way’s role.

Recently approved by a volunteer commission of local thought leaders, the *United 2020* community goals are:

- Prepare 50 percent more students to succeed in education after high school.
- Move 250,000 more people into financial stability.
- Improve community health through expanded access, preventive care and healthy behaviors.

“Key to the successful implementation of the *United 2020* community goals is the continued commitment of citizens, philanthropists and business leaders,” says NAME, the YEAR United Way of Anytown Campaign Chair. “We are proud to recognize the incredible individual and corporate donors this year who have helped us meet our ambitious goals in donations, volunteering and advocacy. Because of their efforts, United Way will be able to meet an increased need and move forward with its exciting new vision.”

Include references to give, advocate and volunteer.

The YEAR Spirit Award, given to the company that best embodies the spirit of the credo, LIVE UNITED®, through giving, advocating and volunteering, will recognize XYZ Company.

Honor advocacy and volunteerism, not just fundraising.

ALSO TO BE HONORED:

Million Dollar Givers:

Exceptional Employee Volunteer Commitment:

Outstanding Advocacy Efforts:

APPLICATIONS (continued)

PERSONAL STORY CHECKLIST

Personal stories add emotional power to communications, but if not handled carefully can derail the conversation toward victims, individual trauma/triumph and a charity mentality. When writing a personal story, consider the following questions that are designed to keep the story focused on common good and collective action.

- Is your story about one individual/family in need or about actions that benefit a group of people?
- Are you focusing on an individual who failed in some way, or are you bringing to light conditions or systems that affect a community?
- Have you connected your story to community-wide benefits?
- Is the solution personal pluck, or are you highlighting the role of an important policy, program or service?

The following story is told from the perspective of one volunteer. That volunteer's motivations and experiences provide the emotional connection, but the problem highlights conditions (foreclosures and economic downturn) and the solution is described with an eye toward collective solutions (financial workshops, community coming together) and community-wide benefits (ripple through local economy).

Over the past two years, I have seen more and more home foreclosures in my community and more local businesses struggling to stay open. I felt a real need to help in some way. The thought came to me that I have something to share to help families walking a financial tightrope become more financially stable.

I volunteered with United Way to hold financial workshops at our local library free of charge. It was an incredible success. Not only did families learn important financial strategies, the process of connecting and supporting each other also helped them deal with the emotional strain. This has had ripple effects throughout our community as more families become stronger and more financially stable.

One very tangible result is the \$X in tax refunds to families in my community due to advice they learned in my workshops. This is money that helps families pay down debt or boost savings, and that percolates throughout our community's economy.

Often, a person will have a compelling personal story that, if scripted well, can enhance the power of the message. If not careful, however, it can end up being nothing more than that individual's interesting story, with no broader learning.

APPLICATIONS (continued)

Imagine you have a loaned executive who grew up in poverty and had a mentor. The mentor helped him through school and he got into college. The executive is now the senior accountant at x corporation in town. You want him to speak to the power of mentors, using that story to inspire volunteers for a range of community needs. How do you use the messaging platform to deliver a personal story that resonates on a heart-felt level? How do you appeal to the heart with the message platform? How do you link agencies with community impact in the appeal?

I'm (NAME), Senior Accountant at (COMPANY), and a board member for United Way of Anytown. Thank you so much for inviting me to speak tonight about why I've chosen to become a mentor with United Way, the difference United Way makes in the community, and why I've become such a passionate advocate for education.

I suspect that all of us can look back on our early years and remember key people who had an influence on our lives—the basketball coach who inspired teamwork, the teacher who convinced students that they could do anything, the minister who conveyed the importance of giving back. This is what makes a strong community and what helps society move forward. I'm here today due in large part to some key people who influenced my life.

The neighborhood I grew up in had a lot of challenges. The foundations for a good quality of life were missing or crumbling - deeply entrenched poverty, pervasive drug use, a struggling school, and trouble around every corner. The odds were definitely against kids who grew up in my neighborhood.

One day three of my buddies and I were caught spray painting graffiti on a wall at the school—we were 10 years old. Rather than suspend us or call the police, the principal did a very smart thing. He told us we had to participate in a new mentoring organization at our school. "Great. I have to hang out with a boring, old guy," I thought at the time.

Then I met Bob Smith—6'5" tall, muscles on top of muscles, and eyes that could see right through you. Not exactly what I expected. The first thing we did together was to go look at a mural—a fabulous piece of art that took up one whole side of a two-story building. "That's art," Bob said. "Art enhances, makes things more interesting. What you and your buddies did was destructive." The next afternoon, my buddies and I, along with our mentors, painted over our graffiti.

Bob became like an uncle I could talk to about anything. We did a lot of fun things together, but along the way, he also made sure I got connected to all kinds of supports so I would get a solid foundation in education – the first building block of a quality life. He signed me up for a study skills class, got me connected to after school activities, helped me with SAT preparation, and talked to me about college scholarships. Mostly, he helped me believe in myself so that I stayed in school, and got a college education.

Reinforces common good: examples are ones we all share, influences are at the collective level, and specific reference to community and society keeps people focused on the greater good.

Lays a foundation for EIH; keeps focus collective & conditions in the picture.

It is fine to include personal details, but be intentional about connecting them to our broader points and collective solutions, i.e., a mentor organization – not just one great mentor.

Don't dwell too long on a vivid portrait of one individual. The story shouldn't be about the mentor, it should be about the value of mentoring. Linking to "buddies" and "mentors" reinforces "group."

APPLICATIONS (continued)

I might not be here today, the senior accountant in the most respected firm in the city, if it weren't for Bob and all those great opportunities he helped me find. More important, the mentors that worked with kids at my school along with a network of supports kept the school from experiencing the high dropout rates that plague so many other schools in the city.

Now it's my turn to give back, not only as a mentor, but also as an enthusiastic champion of the organization that makes all this happen. I didn't know it then, but I know it now, that United Way had a hand in all those opportunities I had, from the mentoring program, to the afterschool activities and so on. It's approaches like these, along with working for improvements and solutions throughout the education system that will allow us to reach our goal of cutting high school dropout rates in half.

We need to work together to reach this goal. United Way is recruiting people and organizations from across this community to get involved. What are you passionate about? Your kids? Your community? Join your voice with ours and use your passion to advocate for change. Do you have some expertise to provide, like a nurse who is willing to talk to people about nutrition – we'll connect you with others who are working to address health and obesity. Or maybe you are an experienced grandfather who is willing to help kids learn – we'll introduce you to an afterschool program that needs reading tutors. Or maybe you are an average citizen who is inspired to advocate for comprehensive education reform – we'll help provide the tools you need.

There are so many ways people are working through United Way to get things done in our community, and so many opportunities to Live United. You can give. You can advocate. And you can volunteer. I ask you to join us in this important work.

Include goals and weave specific program examples throughout, but don't just list programs – help people understand what each program accomplishes.

Not just a caring mentor; the programs matter too. Another reference to goal, reinforce “gets things done,” keep focus on the collective.

Without taking credit for all the work, make the role of United Way visible. Show how United Way invites people into the work, connects across the community, and gets commitments to get things done. Be careful to connect programs and direct services to their ultimate impact on the community, not just the individual. Weave in community impact goals and strategies.

Include explicit language – give, advocate, volunteer, and Live United. Include an explicit invitation.

APPLICATIONS (continued)

EVENT ANNOUNCEMENT

Hard Rock Café and United Way — August 1-27

Rock on with the Hard Rock Café and United Way for a school supply drive during the month of August. We all win when a child succeeds in school, and having the right tools for success makes all the difference. A donation of school supplies or dollars gets you a Hard Rock souvenir for showing your support.

We've even included a list of items needed throughout schools in our community, so when you are shopping to fill your backpack for the new school year, pick up an extra pack of crayons, notebooks or glue sticks! We'll put those supplies right to work where they are needed. Print the poster around your office or church and invite your co-workers, family and friends to participate too!

Working together, we can help every school across the metro area succeed.



APPLICATIONS (continued)

CEO ENDORSEMENT LETTER

Dear Employees:

During the next few weeks, you will be hearing a great deal about our local United Way. (Organization) recruits people and organizations from across the community to bring their passion, expertise and commitment to get things done. By focusing on the building blocks for a good quality of life – education, income, and health – United Way is strengthening communities and opportunities for all who live there.

Please take time this year to learn more about how United Way is advancing the common good and join me and many other employees who Live United. There is a lot you can do. You can give, you can advocate, and you can volunteer.

An explanation of United Way’s work and a pledge form is attached. Plus, over the next few weeks, you will have many opportunities to hear and learn more about the difference United Way makes in our community. Please join me in supporting United Way.

Thank you.

Reinforce “our” so people feel shared responsibility.

Role

Goal

Brand position
Include explicit ask

While a fundraising appeal, include “advocate” and “volunteer” as well.

LEADERSHIP DONOR LETTER

Dear [name]:

Thank you for our extraordinarily generous gift to United Way.

Your gift to United Way is a powerful demonstration of your commitment to the community. By contributing to United Way’s Advancing the Common Good Fund, you are joining with others across the metropolitan area to strengthen the building blocks of a good quality of life – Education, Income and Health. Working together, people with passion and commitment, like you, are leading the way to a brighter tomorrow.

You’ve shown that you know what it means to Live United.

Please accept my sincere thanks for your support.

Sincerely,

Thank

Recognize their commitment; connect to collective goals.

APPLICATIONS (continued)

LABOR ENDORSEMENT LETTER WITH A PUSH FOR CONTINUED GIVING

Dear Brothers and Sisters:

This fall we are offered the opportunity to continue to build and expand on our successes, by participating in the United Way campaign.

Success oriented

Over the years, organized labor has taken great pride in its support of United Way. Even in times of economic distress, our people have joined forces with others to advance the common good. As a result, we are making great strides in reaching our shared goals to improve education, health and financial stability, the building blocks of a good quality of life.

Brand positioning

Goals

Think what we're accomplishing with United Way just in the area of financial stability. In the last year members of this union advocated successfully for (GIVE POLICY RESULT) and volunteered hundreds of hours for (EXAMPLE – GIVE IMPACT). This year, your support will bring us even closer toward bringing financial stability to every family in (COMMUNITY).

If possible, ground in what their efforts have accomplished, including advocacy and volunteerism.

I urge you to look at the attached brochure and appreciate how United Way is bringing together people and organizations from across the community with passion and expertise to get things done. Then, I ask you to dig deep and make a generous gift through our payroll deduction plan.

Role

It takes all of us, working together, to make a difference. That's what it means to Live United.

Explicit ask

Thank you for your consideration and support.

Sincerely,

(Labor representative's signature)

APPLICATIONS (continued)

GRANT INTRODUCTION

United Way of Anytown is advancing the common good by focusing on the building blocks of quality of life – education, income, and health. To that end, the organization has announced ambitious goals: (INSERT).

To reach goals of this magnitude requires collaboration across all sectors--big businesses, small businesses, elected officials, nonprofits, academia, the faith community, the labor movement, the media, parents and neighbors. By enlisting support across our community, we can accomplish things that no one organization and no individual can accomplish on its own.

United Way's job is to recruit individuals and organizations from across Anytown who bring the passion, expertise and resources needed to get things done. United Way has deep roots in the community with volunteer leadership on the ground, but we also have the broad reach that allows us to roll out good ideas across the nation and around the world. This allows United Way to leverage resources in a way that no other organization can.

To be successful, this important work needs the support of influential foundations like X. Your commitment to and expertise in the area of X would be invaluable in furthering our mutual goals.

Brand positioning

Goals

Foundations need more detailed description of goals

United Way is a major force; foundations find collaboration a helpful role for United Way.

Role, include local to global reach that leverage foundation resources (depending on the foundation). For foundations that work across many regions, this is a unique and ownable aspect of United Way.

APPLICATIONS (continued)

COMMUNITY/WORKPLACE PRESENTATION

This is a template, or rough outline that a presenter could adapt to a specific community.



“ I’d like to talk with you a bit about what it means to Live United – what this t-shirt I’m wearing means to me. It is so easy to go about our lives with blinders on: to ignore the struggling school in the next community; to avoid the “bad” part of town; to assume that a person with an untreated illness has nothing to do with me. Living United means taking the blinders off and recognizing that I have a stake in whether or not kids at that school grow up to be productive citizens. That the whole community would benefit if the “bad” part of town was better off and had more economic opportunity. And so on. ”



“ Living United means seeing that we are all intertwined. If one person in this pyramid is weakened, we’re all weaker. If too many are weakened, we all fall. Our fates are linked. Through United Way, I can do something about it. I can join with others all across our community and make a difference that lifts us all. ”



“ United Way is focusing all of its energy on the three building blocks of a good quality of life – education, income and health. If we get these three in good shape, we will have strong communities and stable, independent families.

We’ve identified goals for our community in each area. ”

APPLICATIONS (continued)



“ In education, we are working toward...

”



“ In health, the community has set as a goal...

”



“ And, we are changing the financial tightrope into a stable path by...

”



“ These are lofty goals, and it will take all of us working together to achieve them. My job is to recruit people with passion who are willing to commit to helping make these goals real. There are lots of different ways to engage – you can give, you can advocate, and you can volunteer. Please join with me, and feel what it means to LIVE UNITED.

Thank you. ”

DEALING WITH CHALLENGING SITUATIONS

BRIDGING FROM COMMON GOOD TO GOALS

It can be difficult to keep communications focused on “collective” thinking, particularly when the conversation shifts to promoting the importance of reaching the national Goals. In the following example, note how quickly the focus shifts from the collective (all of us) to the individual (what a child needs):

United Way is working toward advancing the common good by focusing on the building blocks of a good quality of life – education, income and health. A good education is the foundation for a child’s success in work and in life, and high school graduation is a major milestone on a youth’s path to adulthood.

Imagine a person who has no children. Why should that person care if the community does a poor job in education? Rather than leave interpretation to chance, connect the dots for people. For example:

United Way is working toward advancing the common good by focusing on the building blocks of a good quality of life – education, income and health. We all have a stake in making sure that today’s children grow up to be productive citizens who give back to the community. And the best thing we can do to get them off to the right start is to focus on education. One of every four students does not graduate high school on time, and that has significant consequences for all of us. To have strong and productive communities, to develop a skilled workforce, , to compete in the global economy, to curb criminal behavior, and so on, we need to put a stake in the ground on education and commit to cutting dropout rates in half by 2018.

Similarly, people can easily approach economic issues with a zero sum lens, particularly in tough times. Some will feel sympathy for a person who is struggling economically, but others will assert they cannot afford to take from their family to give to another. Avoid this tension by setting a “shared fate” context. For example:

In the past two years we’ve all seen how interconnected we are. When people are unemployed and more families are financially unstable, the impact is felt throughout the community and even throughout a region as money tightens up everywhere. One building block of a strong community is financial stability. That’s why United Way is focused on cutting in half the number of low-income families who are financially unstable. Approaches like reducing barriers to low-cost financial services, increasing access to affordable housing, and engaging employers in innovative approaches to job training, will have ripple effects throughout our community as more families become stronger and more financially stable. Even a simple solution like the Earned Income Tax Credit is money that can help families decrease debt or boost savings and the impact percolates throughout our community’s economy.

DEALING WITH CHALLENGING SITUATIONS (continued)

Transitioning to the health impact goals is particularly challenging, since people default to thinking about health as an individual concern, not a public concern. Still, it is possible to set a collective context:

Is there anything more fundamental to the quality of life in a community than good health and wellbeing? We all recognize the components of a healthy community that supports healthy choices by individuals and families: safe streets, parks for children to play and for adults to relax, access to good health care, opportunities for youth to connect in positive ways, and so on. Some communities have successfully advocated for walking and biking paths, or worked together to bring in a neighborhood grocery store or farmers' market to ensure people can buy fresh, nutritious and affordable food in their neighborhood. Working together, we can create communities that will increase the number of healthy Americans by a third.

To the extent possible, start with and return to a systems-level or collective focus as often as possible even when you decide to include individual-level examples as well.

BRIDGING FROM SINGLE AGENCY FOCUS TO A BROADER PERSPECTIVE

Some passionate supporters focus all their energies on one agency or one narrow issue. How do you convince that person to support a United Way focus area?

Imagine you are talking to a person who volunteers for and gives to the Carpenter's Shelter – an organization dedicated to ending homelessness in the Washington, DC region through services, education and advocacy – and is very committed to the organization and the work they do. How do you use the message platform to make the case to a passionate agency supporter that they should support United Way's financial stability initiative?

Carpenter's Shelter does such great work getting homeless people into stable housing – your commitment to this issue is so important and I'm glad you've devoted your energies to it.

There's another step you can take that will make a real difference. Ultimately, all of us would like a community where people don't become homeless in the first place. That's where our financial stability efforts come in. Recognizing that one of the building blocks for a good quality of life is financial stability, United Way has recruited people and organizations all across the community to bring passion and expertise to this work. We're focusing on the conditions that create financial insecurity and working to change them with efforts such as engaging employers in innovative job training and career advancement initiatives, bringing no-cost banking services to low-income neighborhoods, and advocating for policy change to increase the availability of affordable housing. These efforts have benefits that

Support commitment to the issue.

Describe the impact area as a natural extension of their narrow issue.

Role: United Way connects narrow interests around bigger ideas, like the conditions that lead to homelessness.

DEALING WITH CHALLENGING SITUATIONS (continued)

ripple throughout the community, including preventing some people from becoming homeless in the first place, a natural extension of your work with Carpenter's Shelter.

I'm really hoping you will be willing to bring your passion and expertise to the Financial Stability Partnership. Many people begin to support the broader focus area after they gain insight into the root causes of different social issues. For example, we have some people who started out working with abused children, and then began to see the opportunity to prevent abuse by relieving economic stress with solutions like access to low cost financial services and consumer protection. Or, people who focused on obesity and nutrition, who started to see how the availability of affordable, quality nutritious food in schools, workplaces and communities are essential to healthy families. Just like you know that one important aspect of preventing homelessness is to increase financial stability.

Role: United Way invites people with passion and expertise to join forces.

Imagine what a difference we can make when people from all these different interest areas realize how their passions are connected, when everyone brings their expertise and energy to the forces that connect us, like financial stability?

Role: connections and commitment.

I hope you are willing to bring your expertise to this aspect of the issue. (Bridge to specific ask: What do you want them to do?)

COMMUNICATING RESULTS TO DONORS

How would you use the message platform to explain the impact a donor's financial support has had on the community?

We are making incredible progress in reaching our community goal of increasing high school graduation rates. We see progress through the eyes of volunteer Jared Smith who mentors kids at Washington High, we see it in the 98% graduation rate among troubled youth who have been reached by United Way's after-school and mentoring efforts and we see it in our efforts to engage over 100 community organizations in support of specific strategies to improve education in our community.

Orient the conversation around successes.

Include both personal references as well as statistical proof (when you have it).

In these troubling economic times, financial stability can be hard to achieve, but through United Way's Housing First Collaborative, 90% of previously homeless families are still in their homes six months after placement. Through the Collaborative's efforts to provide services and to address the barriers that previously hindered families' success, newly housed families have the opportunity to become financially stable more quickly, and for the long-term.

Incorporate advocacy and volunteerism when possible.

And we are particularly proud that thousands of United Way supporters contacted the state legislature, winning an expansion of public health insurance coverage and wellness services for families in our state.

In the areas of education, income and health, people with passion and expertise from all across our community are getting things done. That's what it means to Live United.

Goals & Role

DEALING WITH CHALLENGING SITUATIONS (continued)

COMMUNICATING WITH PARTNER AGENCIES ABOUT COMMUNITY IMPACT

How do you use the message platform to communicate to partner agencies about United Way's shift from traditional agency funding to community impact investing? Agencies need to understand the new direction, expectations, where they fit in or can contribute, etc.

We've undergone quite a transformation at United Way, a transformation that we believe is absolutely essential to meet the challenges we all face in this community, across the country, and around the world.

We are all doing this work because we want to make things better. We all want to do our part to make our communities stronger and to help society progress. That's why you've dedicated your life to X, just as I've dedicated my life to United Way.

United Way can have the greatest impact on our communities by being much more strategic and deliberate in how we work. If we are going to advance the common good, we have to focus our energies on those areas that will lead to significant, lasting change.

For a building to be stable for the long term, it needs a solid foundation. The same is true in a community, and the building blocks for a solid quality of life in a community are a strong public education system, economic stability and quality health care. Through integrated action with partners across sectors and focusing all of our resources in the areas of education, income, and health, we make a difference on root causes of social problems.

Now that we are broadening our focus beyond just fundraising, there are many more ways we can help your organization succeed. More important, there are many more ways we can all work together to reach the goals this community has set, including (GOALS).

United Way doesn't deliver services directly the way your agency does. But we're doing the largely invisible work that is also required to reach community goals – we are a trusted partner across sectors, we recruit people to the cause, get commitments for action, and connect expertise and systems with the resources that get things done for long-term, sustainable change.

So beyond funding, if you need volunteers, we can connect people to your work. If there are policies that need to be enacted, or collective action that needs to be taken, we can help make that happen.

In the end, we reach our mutual goals by working together – by working with dozens of other agencies, hundreds of companies, and thousands of citizens all across this community.

Remind that we are united in common cause.

Brand positioning, emphasize impact

Goals

Suggest United Way's shift means more opportunities, not fewer.

Explain how United Way's work is just as essential to reaching the goals as direct service – invite, connect, commit.

Incorporate volunteerism and advocacy as help United Way can provide.

Reinforce mutual interests and goals.

DEALING WITH CHALLENGING SITUATIONS (continued)

CAMPAIGN PRESENTATIONS BY AGENCIES

How do you use the message platform with agencies to go beyond talking about their work to powerfully making a link to the role that United Way plays in the facilitation of their work? How do you get agencies to message, in an inspiring way, on United Way's behalf?

You know the saying “no man is an island”? It is certainly true when it comes to creating lasting change on the issue closest to my heart.

Focus on collective

Our organization does fabulous work, but we can't solve homelessness alone. It takes everyone in this community, and dozens of agencies like ours, to advance our common goals. United Way connects all of that work and energy together.

Position agency work as critical, but just one part of a broader web of connections.

At One Roof we envision a community where every person has a roof overhead. We work directly with homeless individuals and families to find emergency shelter and transitional housing. But what you may not recognize is the network of people and organizations that have a hand in increasing financial stability to both prevent people from becoming homeless in the first place as well as get them back at home for the long term.

Tie narrow issue to broader impact agenda.

Several United Way agencies and efforts have a hand in contributing to financial stability. By gathering stakeholders together, the community can ensure job training is available and is focused on employment in high-demand sectors, that enough volunteers are available to assist with financial literacy, and that the community has access to the income supports that allow people to be financially stable in the future. All of these efforts and more are advancing the common good and leading to a more prosperous community where homelessness can eventually be eliminated.

The measure of United Way is not in the annual fundraising campaign, but in the ways it impacts quality of life for all of us. United Way recruits people and organizations from across the community with the passion and expertise needed to get things done. So yes, United Way provides financial support, but it also engages volunteers, draws together stakeholders to identify goals and collaborate on strategies, unites us in advocating for change, and gets commitments from community leaders.

Role, incorporating volunteerism and advocacy

It takes an entire community to make a difference.



AT A GLANCE

GENERAL AUDIENCE

BRAND POSITION	United Way advances the common good by creating opportunities for a better life for all.
GOALS	Our focus is on education, income and health, because these are the building blocks for a good quality of life.
ROLE	We recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.
PORTRAY THE ROLE	We invite you to be a part of the change. You can give, you can advocate and you can volunteer. That's what it means to Live United.

AT A GLANCE (continued)

CURRENT SUPPORTERS, WORKPLACE EMPLOYEES

	Core Idea	Audience Adaptation/ Extension
BRAND POSITION	United Way advances the common good by creating opportunities for a better life for all.	Your support for United Way is advancing... We all have a stake in creating a healthy and prosperous community.
GOALS	Our focus is on education, income and health, because these are the building blocks for a good quality of life.	Together, we are strengthening the building blocks... Due to your efforts, we are already making progress in reaching our goals...
ROLE	We recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.	United Way's job is to recruit people like you who bring... We create connections, get commitments, and help focus energies around our common goals.
PORTRAY THE ROLE	We invite you to be a part of the change. You can give, you can advocate and you can volunteer. That's what it means to Live United.	Thank you for what you are already doing to support change. There are lots of additional ways you can Live United – you can give, advocate and volunteer...

AT A GLANCE (continued)

CORPORATE PARTNERS

	Core Idea	Audience Adaptation/ Extension
BRAND POSITION	United Way advances the common good by creating opportunities for a better life for all.	Your company's support for United Way is advancing... You have demonstrated a commitment to your employees and the broader community through your support of United Way.
GOALS	Our focus is on education, income and health, because these are the building blocks for a good quality of life.	Our goals are the same... we are both interested in strengthening the building blocks... We hold ourselves accountable to reaching our goals...
ROLE	We recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.	United Way's job is to recruit partners like you who bring... United Way is uniquely able to take good ideas to scale, across your corporate branches, markets... We help amplify your impact.
PORTRAY THE ROLE	We invite you to be a part of the change. You can give, you can advocate and you can volunteer. That's what it means to Live United.	Thank you for what you are already doing to support change. Your commitment is essential to successfully reaching our common goals...

AT A GLANCE (continued)

FOUNDATIONS

	Core Idea	Audience Adaptation/ Extension
BRAND POSITION	United Way advances the common good by creating opportunities for a better life for all.	United Way recognizes that advancing the common good leads to lasting change. United Way is committed to community impact...
GOALS	Our focus is on education, income and health, because these are the building blocks for a good quality of life.	We share your goals... We create lasting change by focusing all our efforts on strengthening the building blocks... We hold ourselves accountable to reaching our goals...
ROLE	We recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.	United Way's job is to recruit people and organizations who bring... United Way is uniquely able to leverage your resources across issues, communities, regions, nations...
PORTRAY THE ROLE	We invite you to be a part of the change. You can give, you can advocate and you can volunteer. That's what it means to Live United.	Your support is essential to successfully reaching our common goals...

AT A GLANCE (continued)

MOBILIZATION MARKETS, AUDIENCE PRIMED TO BE MOBILIZED, COMMUNITY LEADERS, LEGISLATORS

	Core Idea	Audience Adaptation/ Extension
BRAND POSITION	United Way advances the common good by creating opportunities for a better life for all.	<p>We all have a stake in creating a healthy and prosperous community.</p> <p>It takes all of us working together to create change...</p>
GOALS	Our focus is on education, income and health, because these are the building blocks for a good quality of life.	<p>We can create lasting change by focusing all our efforts on strengthening the building blocks...</p> <p>We measure and hold ourselves accountable to reaching our goals...</p>
ROLE	We recruit the people and organizations from all across the community who bring the passion, expertise and resources needed to get things done.	<p>United Way's job is to recruit people who bring...</p> <p>We engage the community in setting a vision and priorities.</p> <p>We work together to build strategies to reach the community's goals.</p> <p>We get commitments in time, money and expertise to advance those strategies.</p>
PORTRAY THE ROLE	We invite you to be a part of the change. You can give, you can advocate and you can volunteer. That's what it means to Live United.	<p>There are lots of ways you can Live United – you can give, advocate and volunteer.</p> <p>By advocating for system-wide change, you are making a difference throughout our community.</p> <p>Join us.</p>

**HOW TO
LIVE UNITED:
JOIN HANDS.**

**OPEN YOUR HEART.
LEND YOUR MUSCLE.
FIND YOUR VOICE.**

GIVE 10% GIVE 100%

GIVE 110%

GIVE AN HOUR.

GIVE A SATURDAY.

THINK OF WE BEFORE ME.

REACH OUT A HAND TO ONE AND

INFLUENCE

THE CONDITION OF ALL.

GIVE. ADVOCATE. VOLUNTEER.

LIVE UNITED

