

LIVE UNITED™

United Way University 2009

A field guide for successfully communicating
Valley of the Sun United Way
in the Workplace



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Message from the Chairs and the President

Dear Community Champion:

Thank you for your commitment to Valley of the Sun United Way. You are among the selfless volunteers who represent the heartbeat of our organization and without your support, we could not continue to improve the quality of life for struggling individuals, families and children throughout our community.

We are proud to share United Way's work and accomplishments with you with the goal of inspiring others in our community to give, advocate and volunteer in support of United Way. As the Board Chairman, Campaign Chairman and President, we are here to support you for the success of our 2009 Campaign and are grateful for your personal investment in this organization.

As a Community Champion, your talents will be used to support programs that create long-lasting and measurable changes in the areas of education, income and health. These programs build upon health and human service practices that are innovative and successful in addressing the challenges facing people right here in Maricopa County.

We invite you to use *United Way University* as a reference to learn more about the organization and help you communicate effectively in your leadership role. We hope it will arm you with resources as you convey your support of United Way to friends, colleagues and the broader community.

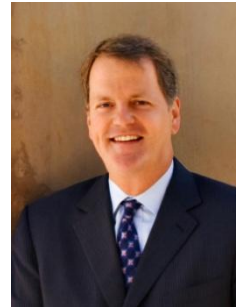
Together, with your help, we can face the challenges of the day, make our community stronger for the future, and inspire others to do the same.

Sincerely,

Doug Parker
Chairman & CEO
US Airways

Derrick Hall
President & CEO
Arizona Diamondbacks

Merl Waschler
President & CEO
Valley of the Sun United Way



Doug Parker
Board Chair



Derrick Hall
Campaign Chair



Merl Waschler
President & CEO

You are a United Way Advocate

As a volunteer leader for Valley of the Sun United Way, you play a critical role in communicating the value United Way brings to our community. You are an advocate for our organization. As an advocate, our hope is that you maximize every personal and professional opportunity to educate others about Valley of the Sun United Way and inspire them to get engaged by conducting a workplace campaign, making an individual contribution or becoming a volunteer.

Opportunities to Share United Way's Story...

- In your workplace
- At a business luncheon or meeting
- During a reception or cocktail party
- At a gathering for family and friends
- In the grocery store
- At special events
- In your other community work

Who we are

Mission: To improve lives by mobilizing the caring power of our community.



Vision: To build a caring community where all children and youth succeed, families are self-sufficient, neighborhoods are vital and safe, and all people enjoy maximum health and independence.

Guiding Principles:

- Uphold the highest ethical standards
- Act with compassion and caring
- Exceed our customers' expectations
- Be accountable in all we do
- Commit to quality work and continuous improvement
- Reflect the diversity of our community
- Promote teamwork and cooperation

How we talk about who we are

Stage One

Valley of the Sun United Way is working to advance the common good by focusing on education, income and health. These are the building blocks that all people need for a good life: a quality education that leads to a stable job, income that supports a family through retirement and good health.

Stage Two

There is no doubt last year's campaign dollars improved lives in our community. Through the generosity of donors like you, United Way helped thousands of our neighbors, co-workers, family members and friends by concentrating investments in four key areas:

- **Ensuring Children and Youth Succeed** - Last year, United Way programs served more than 97,000 youth, including over 42,000 hours of academic assistance and 196,000 hours of mentoring in support of this focus area.
- **Increasing Financial Stability** - In 2008, Valley of the Sun United Way programs helped more than 2,300 individuals get a job and another 3,000 individuals increase their incomes through the support of our Helping the Working Poor Fund.
- **Improving the Health and Safety of Neighborhoods** - In support of this in 2008, Valley of the Sun United Way programs protected an estimated 3,000 individuals in high-risk neighborhoods through the combined installation of smoke alarms and pool fences.
- **Ending Hunger and Homelessness** - With your help in 2008, we served 98,000 meals in community kitchens, delivered 142,000 meals to the home-bound and provided over 745,000 days of shelter to nearly 15,000 men, women and children.

Programs supporting these areas are funded by Results That Matter, our Community Fund. Our Community Fund builds upon health and human service practices that are innovative and successful in addressing the challenges facing people right here in Maricopa County.

The Ask

We invite you to be a part of the change you want to see by contributing to our Community Fund. This is the best way to do the most good with your investment. Panel volunteers - community members just like you - decide where the money goes and how it is spent, so you can be sure every dollar is working to strengthen the community. Together with your support, we can move the needle on the important issues before us.

Our Community Fund

- Valley of the Sun United Way is creating long-lasting and measurable changes in the areas of education, income and health. When you invest in **Results That Matter, our Community Fund** your single contribution will help fund valuable programs that tackle multiple issues.

- While Investments in our Community Fund support our four key community objectives, you can choose to concentrate your dollars in more specific areas:
 - **Early Childhood and Youth Development**
Early Childhood and Youth Development ensures our community’s youngest children and youth receive vital support to establish a solid foundation for their future success.

 - **Diversity and Tolerance**
Diversity and Tolerance provides assistance to help underserved youth face complex issues such as homelessness, suicide and depression as well as many other complex life issues.

 - **Domestic Violence**
Individuals facing domestic violence are removed from potentially life threatening situations and provided counseling, emergency shelter and case management to break the cycle of violence.

 - **Helping the Working Poor/Financial Stability***
A contribution to Helping the Working Poor/Financial Stability provides job-skills training, affordable childcare and educational opportunities for working families and individuals to move them to greater stability.

 - **Health and Basic Needs**
Ensures individuals, seniors and families are safe, healthy and have access to vital basic needs and support in times of crisis.

 - **Homeless Services**
Through United Way-funded programs people receive transitional shelter, job skills training and job placement, counseling and access to health care to tackle homelessness.

*A contribution to Helping the Working Poor/Financial Stability may be eligible for a state tax credit. Consult your tax advisor.

Community Objectives

Serving the Community

Along with our partners and volunteers, Valley of the Sun United Way continually assesses the needs of the community and responds with both long- and short-term plans that are supported by Results That Matter, our Community Fund:

- **Ensuring Children and Youth Succeed** - Provides children with the skills to lead productive lives
- **Increasing Financial Stability** - Helps families break the cycle of poverty
- **Improving the Health and Safety of Neighborhoods** - Empowers residents to make neighborhoods safer and more vibrant
- **Ending Hunger and Homelessness** - Provides food and shelter for families and individuals

Giving to our Community Fund is the most effective way to support programs that share the common goal of improving lives throughout Maricopa County.

Our Results

When you make a gift to our Community Fund, you strengthen our community – one child, one person and one family at a time. Last year, programs supported by our Community Fund:

- Served more than 50,000 children birth to 5 years of age and distributed 22,000 School Readiness Kits to parents and care givers.
- Served more than 97,000 youth, providing more than 42,000 hours of academic assistance and 196,000 hours of mentoring.
- Helped more than 2,300 individuals to obtain employment and another 3,000 individuals to increase their incomes through the support of our Helping the Working Poor Fund.
- Protected an estimated 3,000 individuals in high-risk neighborhoods through the installation of smoke alarms and pool fences.
- Helped serve 98,000 meals in community kitchens and delivered 142,000 meals to the home-bound.
- Provided more than 745,000 days of shelter to nearly 15,000 men, women and children.

Community Objectives (cont'd)

2012 Goals

Through your generous support of our Community Fund, Valley of the Sun United Way has established goals in each of the areas our work serves the community. Our 2012 goals are to:

- Increase the percentage of children entering school ready to learn in targeted communities by 10 percentage points.
- Increase youth scores on standardized testing by 10 percent in targeted high-need schools.
- Build savings and assets of low-income families and individuals in targeted communities.
- Increase financial literacy of people in Maricopa County.
- Increase community health and safety in five targeted FireStar neighborhoods by 25 percent.
- Increase the number of neighborhoods engaged in improving their community by 10 percentage points.
- Decrease the gap between the demand for food assistance and the supply of food available by 30 percent.
- Provide assistance to 75,000 households to address serious crisis that may lead to homelessness.

We encourage you to learn more about Valley of the Sun United Way's 2012 Goals and 2020 vision by visiting www.vsuw.org/our-work.

Shape Our Future Today

By investing in our Community Fund, we are investing in the future for generations to come. Here is just a sample of how your dollars can work to improve lives now:

- \$1,000 – Provides a full year of professionally-supported mentoring to youth in our community, assisting them in becoming confident, competent and caring adults.
- \$1,500 – Provides one low-income family with a pool fence to keep their children safe.
- \$2,500 – Helps nine families access free financial services to increase their financial stability and move out of poverty.
- \$5,000 – Provides 693 children with dental screenings and fluoride varnish services; healthy kids are able to learn better in school.
- \$10,000 – Provides school readiness kits to 420 families, helping them to prepare their preschooler for kindergarten.

Frequently Asked Questions

Q. What is Valley of the Sun United Way?

A. Valley of the Sun United Way is a local nonprofit organization that advances the common good and creates opportunities for a better life for all by focusing on education, income and health. These are the building blocks for a good life – a quality education that leads to a stable job, enough income to support a family through retirement and good health. Our goal is to create long-lasting and measurable changes that improve the quality of life for struggling individuals, families and children throughout Maricopa County.

Q. I heard Valley of the Sun United Way is focused on the common good. What does that mean?

A. It means Valley of the Sun United Way is committed to creating opportunities for a better life for everyone by focusing on education, income and health. Specifically, United Way is advancing the common good by focusing on the building blocks for a good life: a quality education that leads to a stable job, enough income to support a family through retirement and good health. We will collaborate with all sectors – big business, small business, elected officials, nonprofits, academia, the faith community and individuals to create lasting and measurable change.

Q. What do you mean that education, income and health are life's building blocks?

A. These are the basics everyone needs for a good life. Education is essential to getting and keeping a job with a livable wage and benefits. People need adequate income to pay for today's necessities and save for the future. This provides individuals and families the financial stability they need. Access to quality healthcare is also essential. It keeps children on track in school and adults productive at work. These building blocks are interconnected. It takes all of them, working together, to ensure that all individuals lead a good life.

Q. I heard United Way of America set 10-year national goals. What are the specific goals and how will they know if the goals are met?

A. Like Valley of the Sun United Way, United Way of America's goals also cover the areas of education, income and health. In education, the goal is to cut by half the number of young people who drop out of high school. This means, about 560,000 more young people will receive a diploma. In income, the goal is to cut by half the number of working families that lack financial stability. This means 1.9 million more working families will become financially stable. In the area of health, the goal is to increase by one-third the percentage of young people and adults who are healthy and avoiding risky behaviors like substance abuse. This means there will be 1.9 million more healthy young people and 29.2 million healthy adults.

United Way of America will keep a pulse on the progress of each goal by working closely with local United Ways and national partners. We envision that by 2018 United Way of America will share with the community-at-large the results in each area. Perhaps an updated State of the Common Good Report will be issued by United Way of America at that time.

Frequently Asked Questions (cont'd)

Q. Will the national goals affect your local work and funding decisions? Will you be setting similar local goals?

A. The national goals will not shift the focus of our local work. In fact, we've been doing work in the areas of education, income and health for quite some time. You may be most familiar with Results That Matter, our Community Fund. Our local work continues to be possible because of the community's support of the Community Fund. Our immediate goal is to continue to fund human care programs that are proven to achieve results in these three areas.

Q. I heard you have re-focused your work in some areas. What are those areas?

A. Just as the Valley's economic, social and philanthropic landscape evolves, so does the work of Valley of the Sun United Way. Along with our partners and volunteers, we continually assess the needs of the community and respond with both long- and short-term plans that are concentrated in the following areas:

- **Ensuring Children and Youth Succeed** - Provides children with the skills to lead productive lives
- **Increasing Financial Stability** - Helps families break the cycle of poverty
- **Improving the Health and Safety of Neighborhoods** - Empowers residents to make neighborhoods safer and more vibrant
- **Ending Hunger and Homelessness** - Provides food and shelter for families and individuals

Q. How is your work Ensuring Children and Youth Succeed?

A. Valley of the Sun United Way is ensuring **young children** enter school ready to learn by:

- Improving the quality of child care centers through professional development
- Providing comprehensive support and services to child care providers in high-need areas
- Providing education and skill building opportunities to parents and caregivers
- Creating broader awareness and increasing support for early childhood development

Valley of the Sun United Way is preparing **youth and teens** for life, work and school by:

- Investing in youth development programs that implement results-driven practices
- Supporting services to youth with specific challenges
- Increasing positive student engagement in targeted schools
- Increasing the availability of youth development programs in targeted communities

Frequently Asked Questions (cont'd)

Q. How is your work Increasing Financial Stability?

A. Valley of the Sun United Way is increasing financial stability by:

- Preparing low-income youth and adults for the workforce
- Assisting individuals and families in securing and maintaining a bank account with a mainstream financial institution
- Educating low-income individuals and families about personal finances
- Increasing awareness and use of public and employer benefits

Q. How is your work Improving The Health and Safety of Neighborhoods?

A. Valley of the Sun United Way is improving the health and safety of neighborhoods by:

- Targeting high-poverty neighborhoods through the FireStar program – a collaborative neighborhood development project that engages education, faith communities, nonprofits, business and government to address issues identified by local residents
- Maximizing the awareness and utilization of community resources to decrease the number of nonemergent 911 calls and other preventable tragedies – including drowning and house fire fatalities
- Empowering additional neighborhoods already engaged in community improvement activity by providing additional support and resources
- Increasing services by investing in target communities of high need and advocating for increases in publicly funded services in those areas

Q. How is your work Ending Hunger and Homelessness?

A. Valley of the Sun United Way is working to end **hunger** by:

- Offsetting demands for food by leveraging resources to the area food-bank network
- Increasing outreach efforts to enroll individuals in food assistance programs

Valley of the Sun United Way is working to end **homelessness** by:

- Providing permanent housing solutions for the chronically homeless
- Providing emergency and basic needs services for individuals at risk
- Increasing shelter, housing and services for individuals experiencing homelessness
- Developing and strengthening broader community support to end homelessness

Frequently Asked Questions (cont'd)

Q. What are your goals in support of these plans?

A. Valley of the Sun United Way has established 2012 Goals for each of our four community objective focus areas. These goals are to:

- Increase the percentage of children entering school ready to learn in targeted communities by 10 percentage points
- Increase youth scores on standardized testing by 10 percent in targeted high-needs schools
- Build savings and assets of low-income families and individuals in targeted communities
- Increase financial literacy of people in Maricopa County
- Increase community health and safety in five targeted FireStar neighborhoods by 25 percent
- Increase the number of neighborhoods engaged in improving their community by 10 percentage points
- Decrease the gap between the demand for food assistance and the supply of food available by 30 percent
- Provide assistance to 75,000 households to address serious crisis that may lead to homelessness

Q. How will you measure your success in support of your community objectives?

A. Valley of the Sun United Way has developed a system to measure the progress of our work at both the program and the community levels. The system was developed in part from existing research and industry best practices that relate to the unique Partner Agency program outcomes that align with our community objectives. While Valley of the Sun United Way's measurement system is customized to the specific community needs within Maricopa County, United Way of America is also deploying a similar approach to measurement on a much larger scale.

Q. I've heard a lot of talk about LIVE UNITED. What is it?

A. LIVE UNITED is a call to action, a movement, a way of life. LIVE UNITED is an invitation to become part of the change we want to see in our community. The call to action to LIVE UNITED embodies the notion that it takes everyone in the community working together to create a brighter future. It is knowing that together, UNITED, we can accomplish more than any single group or individual can on their own. And we are inviting our entire community to LIVE UNITED with us. You can LIVE UNITED by accepting our invitation to GIVE, ADVOCATE or VOLUNTEER. It's much more than an advertising campaign; it's a credo to live by.

Frequently Asked Questions (cont'd)

Q. I understand what you mean by give or volunteer, what do you mean by advocate?

A. To advocate means to champion a cause and Valley of the Sun United Way invites you to become an advocate in our community. Whether you are speaking out to improve education, income and health, sharing information about social issues with friends or family, or wearing the LIVE UNITED shirt to show your support, your active participation in championing United Way can inspire hope and create opportunities for a better tomorrow.

Q. Why should I invest in United Way?

A. When you invest in United Way, you advance the common good and address the issues of education, income and health – the building blocks we all need for a good life. In fact, you improve the quality of life for struggling individuals, families and children throughout the Valley. Your investment also makes you a part of a coordinated, community-wide effort that creates lasting community changes right here, where you live and work. In addition, your contribution is leveraged and combined with others then strategically invested in results-driven programs and initiatives. Plus, with the ease of payroll deduction, you can improve the quality of life for others without the financial challenge of a one-time donation.

Q. Is United Way a national or local organization?

A. Valley of the Sun United Way is a local, autonomous nonprofit organization. Like the more than 1,300 United Ways across the country, we are governed by a local volunteer board of directors. Valley of the Sun United Way pays nominal dues to United Way of America in exchange for important cost-saving services such as staff training, community research information, campaign products, national marketing partnerships and ongoing consultation.

Q. What does United Way do in addition to raising money?

A. United Way plays a unique and vital role in our community. In addition to raising money, United Way monitors needs, identifies critical social issues, and brings the right people together to advance the common good. Often United Way partners with nonprofits, businesses and government to educate the public about key social issues. Recently, United Way helped increase awareness of the Earned Income Tax Credit (EITC) to help working families and individuals increase their financial stability. In addition, United Way rallies community volunteers and connects them to volunteer opportunities. For example, local volunteers have teamed-up with United Way to assemble our School Readiness Kits. These comprehensive tool boxes help parents and caregivers improve a child's literacy and motor skills, preparing them to successfully enter kindergarten.

Q. Why are there two United Ways in Maricopa County?

A. Maricopa County does in fact have two United Ways, each with distinct roles, serving the human care needs of local residents. Mesa United Way raises money and helps provide assistance only within the City of Mesa. Valley of the Sun United Way raises money throughout Maricopa County,

Frequently Asked Questions (cont'd)

except for the City of Mesa, and provides services county-wide. Valley of the Sun United Way offers investors a variety of giving options to accommodate individual giving preferences, and honors designations to Mesa United Way, any other United Way or qualified health and human service nonprofit organization.

Q. What is Valley of the Sun United Way's overhead costs?

A. Valley of the Sun United Way incurs costs for fundraising, marketing and common business operations such as accounting, human resources and overall organizational management. As careful stewards of our donors' contributions, Valley of the Sun United Way operates with the utmost efficiency and effectiveness. Twelve percent is spent on administrative cost and 88% is invested in local programs and initiatives that help struggling individuals, families and children throughout the Valley.

Compared to the average 18%* administrative costs reported by nonprofits, Valley of the Sun United Way is one of the most efficient nonprofits in the country.

*2003 McKinsey & Company Study as reported by the Association of Fundraising Professionals.

Q. How do I know that my donation will help those who need it most?

A. Local human care programs that receive United Way funding go through rigorous volunteer review. Each program is carefully reviewed and evaluated by trained and knowledgeable community volunteers. Volunteers carefully monitor community needs, meet with local health and human service agencies and review each agency's program funding request. This ensures your investment is going toward human care programs that are proven to obtain results and improve lives.

Q. How is Valley of the Sun United Way held accountable?

A. Valley of the Sun United Way prides itself on being a trustworthy and accountable organization. A volunteer committee of financial experts from the community meets year-round, monitoring the organization's financial position. Collectively, we maintain high standards of operation and are reviewed each year by an independent auditor, who verifies that our financial statements fairly present the financial position of Valley of the Sun United Way. In addition to posting our Form 990 on our Web site for public review, Valley of the Sun United Way is an active member of the Better Business Bureau and a past recipient of its Ethics Award, which recognizes businesses for maintaining high ethical standards and accountability in their business practices.

Q. Many people in our community are worried about foreclosure. Where can people turn to for help or information?

A. People concerned about foreclosure can contact a free 24-hour Arizona Foreclosure Prevention Hotline to obtain information and get connected with local community resources. Residents can

Frequently Asked Questions (cont'd)

reach the hotline at 877-448-1211. The hotline is administered by Community Information and Referral, a United Way partner, and is expected to be available from June through November. Callers are transferred to one of the 13 state-approved mortgage counseling services, which can offer advice and services for local residents.

Q. Why should I give to Results That Matter, Valley of the Sun United Way's Community Fund?

A. An investment in our Community Fund allows you to tackle multiple social issues with one single contribution. Our Community Fund ensures that a strong network of programs is available to help many people in need. Donors can rest assured their investment is going toward programs that are carefully monitored by community volunteers and staff.

Q. What criteria must nonprofits meet in order to be eligible for donor designated funds?

A. Nonprofits are subject to a certification process and must meet the following minimum standards:

- Registered by the Internal Revenue Service as a 501(c)(3) tax-exempt, nonprofit organization
- Provide health and human care services, or health and human service program(s)
- Comply with all applicable Arizona state laws and regulations including the maintenance of corporate status as designated by the State of Arizona's Corporation Commission
- Comply with applicable Federal laws including the USA Patriot Act and other counter terrorism laws
- Governed by a local board of community volunteers

Q. How are Primary Partners held accountable to United Way?

A. United Way-funded programs operated by Primary Partners are reviewed through our Investment Process. This is a volunteer-driven process governed by a number of committees that monitor finances and agency performance. Valley of the Sun United Way staff facilitate the process as well as provide research, technical assistance and advisory expertise to ensure volunteers have the resources and support to make informed decisions.

Q. Why have you changed the Primary Partner invitation policy?

A. In an effort to fully leverage Results That Matter, our Community Fund, and serve the region more effectively, our Primary Partner invitation policy has changed. This will allow us to be more effective in both monitoring and filling the community service gaps that exist throughout Maricopa County. Valley of the Sun United Way will continue to work collaboratively with our community partners to identify potential Primary Partner agencies to ensure that funding supports results-oriented programs that achieve lasting changes.

Frequently Asked Questions (cont'd)

Q. What criteria must Primary Partners meet to be eligible for funding?

A. Valley of the Sun United Way and our Partner Agencies collaborate to create solutions to serve our community's most pressing social issues. The relationship with Primary Partners is unique. It is characterized by cooperative efforts in community problem solving, outcome measurement of progress toward community problem solving, communication, Valley of the Sun United Way program funding support and fundraising. A Partner Agency is responsible for adhering to a number of compliance criteria in order to receive United Way program funding, including:

1. Be a tax-exempt, nonprofit corporation
2. Provide health and human service programs
3. Have active, rotating volunteer leadership that represents diverse elements of the community
4. Demonstrate sound financial and program management and be willing to make full disclosure
5. Provide timely financial and program outcome measurement
6. Annual compliance documentation required to be on file with VSUW, including current USA Patriot Act certification form

Q. Is United Way still focused on helping senior citizens through Results That Matter?

A. Valley of the Sun United Way remains committed to the needs of seniors through Results That Matter, our Community Fund. This activity includes funding for social centers, home-delivered meals, personal care, transportation, home repairs and other related services that maintain the health and well-being of our senior population throughout Maricopa County. During 2007-2008, individuals 65 and older accounted for 10 percent of all people served through United Way-funded programs.

Q. What happened to Teen Health, Diversity and Tolerance investment panels and funding?

A. In order to maximize community partnerships and resources, United Way integrated Teen Health, Diversity and Tolerance outcome goals and partnerships into the traditional annual funding and evaluation process. The integration brought increased efficiencies for volunteers, agencies and staff while strengthening United Way's goals of serving disenfranchised and underserved Valley youth. With this move, more than four nonprofits achieved United Way Primary Partner affiliation. This alignment is inspiring innovation and collaboration among partners and programs to create lasting community change. Diversity and Tolerance remains a priority for United Way and donors are invited to contribute to the community fund or the Diversity and Tolerance focus area to push this work forward.

Frequently Asked Questions (cont'd)

Q. How much influence do I have over how my contribution is invested?

A. Donors are given options for investing in our community. These choices include: Results That Matter, our Community Fund, the most proactive way to improve lives by creating lasting change. Donors may also choose to invest in one or more of the six areas that make up the community fund, including: Early Childhood and Youth Education; Helping the Working Poor/Financial Stability; Domestic Violence; Homeless Services; Diversity and Tolerance; and Health and Basic Needs. United Way also honors a donor's choice to designate to a specific nonprofit agency as long as it meets required criteria.

Q. Is my United Way contribution tax deductible?

A. Yes, your contribution is tax deductible if you itemize your deductions. You may also qualify for a state tax credit by designating a portion of your contribution to United Way's Helping the Working Poor/Financial Stability focus area. Please contact a United Way representative for more information or visit our Web site at vsuw.org.

Q. The agency I want to support is not listed. Can I still restrict my contribution to that particular agency?

A. United Way recommends you invest in Results That Matter, our Community Fund, to support a diverse range of human care programs to serve our community's most pressing needs. Our Community Fund is the most proactive way to improve lives through lasting change in Maricopa County. You may still restrict your contribution to any 501(c)(3) health and human service organization as long as the organization meets set criteria. To verify if an agency meets United Way's criteria, please call the agency certification line at 602-631-4813. All calls will be returned within 48 hours.

Q. Last year, I contributed directly to the Helping the Working Poor Fund and qualified for a tax credit. Is that option still available? What are the benefits of choosing this option?

A. If you've donated to the Helping the Working Poor Fund in previous years, you could address the same issues by investing in United Way's Helping the Working Poor/Financial Stability focus area. Your contribution will assist hard working families that are struggling every day. Your investment will lead individuals and families to greater self-sufficiency and life stability.

If you itemize your taxes and give to Helping the Working Poor/Financial Stability, you may be eligible for a state tax credit up to \$400. In order to take advantage of the state tax credit, you will need to establish your base contribution (the amount you gave to charity in 1996 or later) and then you must increase your current year contribution over your base contribution. This can be accomplished by directing all or a portion of your increased contribution (up to \$400) to the United Way's Helping the Working Poor/Financial Stability focus area. For details about Helping the Working Poor, visit our Web site at vsuw.org or speak with your United Way representative.

Frequently Asked Questions (cont'd)

An important note to investors: *United Way is not a tax advisor. As with any financial recommendation, contact a qualified tax advisor for expert advice on your specific tax situation.*

Q. Does United Way fund animal organizations?

A. All nonprofits must meet certain criteria to be eligible for United Way funding. One of the fundamental requirements is that the organization provides health and human care services or administers a qualifying health and human care program. Currently, United Way-funded programs at Gabriel's Angels provide individuals support through animal therapy. Experts believe therapy involving loving animals provides important mental and physical stimulus as well as offers a nurturing environment for people facing crisis. United Way also supports programs at Arizona Humane Society which improve human lives by taking care of people's pets in domestic violence situations and during disasters, such as fire, flood, heat stress, and vehicle accidents.

Q. I am already on a tight budget. How can I afford to give?

A. Every contribution helps advance the common good! Even a modest contribution per pay period helps advance the common good and improves the lives of many struggling families, individuals and children throughout the Valley. And by investing in our community through payroll deduction, you can spread your contribution over the coming year—making it more manageable than a one-time contribution.

You may also choose to get involved by volunteering or advocating with United Way. As a volunteer and advocate you can lend your time, muscle and voice to help champion a cause. As a volunteer you can actively get involved with United Way's School Readiness Kit assembly or Project Homeless Connect. As an advocate you can share important information about key social issues with others. To learn more about volunteering with United Way, please contact Eve Bilotas at (602) 631-4839, via email at ebilotas@vsuw.org or visit vsuw.org/volunteer for more information.

Q. Why do you want to know how long I've been giving?

A. From time to time, Valley of the Sun United Way takes opportunities to recognize loyal donors. This may come in the form of a letter or a simply a phone call thanking you for your commitment to our community. If you do not wish to be contacted, please let us know and we will remove you from the contact list of loyal donors.

Q. I heard there are many nonprofit agencies in danger of closing due to the economy. What is being done?

A. As part of our 80-year commitment to serving the community, Valley of the Sun United Way has made every effort to make thoughtful decisions to ensure the needs of families and individuals are protected, including mitigating funding decreases to its Partner Agencies. Our approach has included a mixture of re-prioritizing funding towards basic needs programs – such as food

Frequently Asked Questions (cont'd)

assistance and financial assistance – which serve the most vulnerable populations in Maricopa County. To further lessen the overall impact on our Partner Agencies, VSUW has reduced its operating expenses by 10 percent. This has resulted in cutbacks in staffing and benefits. Additionally, Valley of the Sun United Way's all-volunteer Board of Directors approved from agency reserves to further mitigate the impact reduced campaign revenues had on our Partner Agencies' programs for FY2009-2010.

Q. What is Generation United?

A. Generation United is a Valley of the Sun United Way group for professionals under 40, in age or spirit, who are seeking to get more involved in the community through volunteerism, advocacy and networking opportunities. As part of Valley of the Sun United Way, Generation United provides unique access to the top nonprofit, business and government leaders in the Greater Phoenix area. You can sign-up online at genunited.org.

Q. I received an invitation from United Way to join An Arizona That Cares? What is that?

A. An Arizona That Cares is the name for a Valley of the Sun United Way awareness campaign which provides an opportunity for donors to advocate on behalf of a State Budget that protects the most vulnerable among us – children, elderly, homeless and the disabled. Donors can join at any time, or, choose not to receive any information at all. The primary objective of the campaign is to preserve funding that helps support Valley of the Sun United Way's mission to improve lives throughout Maricopa County.

Q. I read an article in The Arizona Republic about some area nonprofits with questionable practices? Is United Way tied to that?

A. In May 2009, a four-part series of articles ran in *The Arizona Republic* focusing on the deceptive practices of Phoenix-based televangelist Don Stewart's network of 22 charities. The series serves as a reminder that, in all industries, there are outliers that do not adhere to ethical practices and norms. These instances should not overshadow the positive work and results achieved by the vast majority of local nonprofits, including Valley of the Sun United Way.

Valley of the Sun United Way has an 80 year history with the Phoenix Business Community. Through Results That Matter, United Way's Community Fund, funds are distributed by all-volunteer oversight – volunteers who are members of our community using an investment process that is open, transparent and effective. Because of our commitment to ethics and accountability, Valley of the Sun United Way was recently recognized as a finalist for the 2009 Better Business Bureau of Central, Northern and Western Arizona Business Ethics Awards.

Frequently Asked Questions (cont'd)

Q. I had a friend, family member or neighbor who reached out to United Way but did not get help.

A. First, on behalf of Valley of the Sun United Way, I apologize for the fact that you did not receive the attention you needed. We would like the opportunity to speak with your friend, family member neighbor, etc. and find out why he/she was not assisted. Please see me after the presentation so I can get his or her contact information.

Although we attempt to help everyone who requests assistance, sometimes we are unable to address their specific situation for a variety of reasons. Sometimes the service they are seeking is not provided in our community, or they don't meet the eligibility requirements of the agency providing the program, or, they are requesting assistance outside of the scope of services provided.

If you or someone you know is in need of help, there are two resources we recommend:

- Call Community Information and Referral at (602) 263-8856 24 hours a day, seven days a week from anywhere, (800) 352-3792 within area codes 520 and 928, or, visit Community Information and Referral's Web site at cirs.org
- You can also visit Valley of the Sun United Way's Help Web site at vsuw.org/get-help. This online resource is a companion to the FEELING THE ECONOMIC CRUNCH brochure and provides a gateway to a variety of helpful resources that address mortgage payment and foreclosure, job loss and lay-offs, stress and financial tips.

Overcoming Objections

Objection #1: We live in a challenging economy today. Our employees and our company are going through hard times. Now really isn't a good time for us to participate.

Response: I understand the challenges that your employees and company are facing. It may be tough to understand, but now more than ever is an important time for the United Way campaign. As a result of the economic challenges, hard-working people, like your employees, face many difficult decisions each day. Many are left to choose between buying food, paying rent or healthcare. These are the essentials people need to be productive at work and advance the goals of any company. We also know businesses have experienced cutbacks, causing more people to seek assistance, many of whom never thought they would need United Way's help.

In tough times, the United Way campaign becomes even more critical. By investing in United Way's Community Fund and running a campaign, you make sure that vital services are available to help people in need. It's also the best way to educate your employees about the services available to them, their coworkers and neighbors in the event they face a difficult situation.

You may also choose to get involved by volunteering or advocating with United Way. As a volunteer and advocate you can lend your time, muscle and voice to help champion a cause. As a volunteer you can actively get involved with United Way's School Readiness Kit assembly or Project Homeless Connect. As an advocate you can share important information about key social issues with others. To learn more about volunteering with United Way, please contact Eve Bilotas at (602) 631-4839, via email at ebilotas@vsuw.org or visit vsuw.org/volunteer for more information.

Objection #2: My employees don't make enough money to participate.

Response: I think you would be surprised by the generosity of your employees. By agreeing to partner with Valley of the Sun United Way, you are not mandating that they participate in any way. You are simply educating them about community needs and providing them with an opportunity to make our community stronger by investing in United Way. Giving is a personal decision and we are continually impressed at the responses that we receive from individuals who are not at the top of their organizational pay grades. Many of them have shared with us that they – or members of their families – have received help in the past, and they now feel good about having the opportunity to give back. United Way makes it very easy for people of all income levels to invest in their community through payroll deduction, where a modest contribution per paycheck can make a powerful impact.

Overcoming Objections (cont'd)

Objection #3: I don't believe in pressuring my employees to give.

Response: Valley of the Sun United Way strongly believes that giving is a personal decision. In no way do we ask you to pressure your employees and, in fact strongly discourage it with all of our partners. Research shows that the number one reason people don't give is because they were never asked. We are simply asking for the opportunity to inform your employees about the needs in our community and the services available, allowing them to make an educated decision about investing in the community.

Objection #4: We already do a lot for charity.

Response: Valley of the Sun United Way is a perfect enhancement to your existing charitable giving activities. When you include United Way in your list of priorities, you add our entire community to your company's portfolio of caring. United Way enables you to focus your energies and advance the common good improving the overall quality of life in our community. In addition, research shows that charitable giving and volunteer programs improve teamwork and help employees feel positively about themselves and the organization for which they work.

Objection #5: The timing of the United Way campaign does not work for our business.

Response: Valley of the Sun United Way is happy to conduct your workplace campaign at anytime throughout the year, not just during the official fundraising campaign. We are pleased to work with you and your employees in developing a campaign plan that works best for your organization. By agreeing to conduct a workplace campaign, you join nearly 700 businesses and more than 122,000 investors throughout the Valley in United Way's effort to shape a better tomorrow.

Objection #6: Our company won't contribute to Valley of the Sun United Way because its administrative costs are too high.

Response: Valley of the Sun United Way is one of the most efficient nonprofits in the nation with 88 cents of every dollar invested in local, results-driven programs and initiatives. Valley of the Sun United Way remains a wise investment and ideal partner for your company in improving lives and advancing the common good by focusing on education, income and health.

Overcoming Objections (cont'd)

Objection #7: Our company won't participate because there was an issue of misused funds a few years ago.

Response: Valley of the Sun United Way is a local, autonomous organization that is governed by a volunteer board of directors as well as a finance committee. Local volunteers oversee every aspect of our business including making difficult decisions about how to best invest donor contributions. The incident you are referring to was committed by individuals at the national level, not by United Way of America or any of the local United Ways, including Valley of the Sun United Way. Those individuals have been removed and some have served time in prison as a result of their actions. Valley of the Sun United Way is a trustworthy organization that is audited annually by an independent, national accounting firm and has consistently received an unqualified opinion letter.

Objection #8: We do not want to participate because Valley of the Sun United Way does not fund XYZ agency.

Response: There are a variety of reasons why a particular agency may not be funded by Valley of the Sun United Way including it may not meet basic funding requirements, has not applied for United Way funding or its work does not align with United Way's identified community priorities in the areas of education, income or health. Trained volunteers, along with United Way experts, ensure your contribution is invested in programs that are proven to achieve results and create lasting change.

Objection #9: Our company won't support Valley of the Sun United Way because it doesn't fund (or does fund) the Boy Scouts.

Response: Valley of the Sun United Way invests nearly \$400,000 in local Scouting programs that provide leadership, social and character-building activities for thousands of young people throughout the Valley. Our Community Investment volunteers and Board of Directors have found value in the programs and believe it is in the community's best interest to continue funding such key activities. Valley of the Sun United Way requires all funded organizations to meet federal and state laws, regulations and standards regarding non-discrimination. Although our Board-approved policies are more inclusive, and thus inconsistent with those of the Boy Scouts, we do not impose our non-discrimination policies on the agencies we fund beyond applicable laws. Investors are also given a variety of options to accommodate individual giving preferences including restricting a contribution to an agency of their choice.

Overcoming Objections (cont'd)

Objection #10: I know someone who needed help from United Way and was turned away.

Response: First, on behalf of Valley of the Sun United Way, I apologize for the fact that you did not receive the attention you needed. We would like the opportunity to speak with your friend, family member, neighbor, etc. and find out why he/she was not assisted. Please see me after the presentation so I can get his or her contact information.

Although we attempt to help everyone who requests assistance, sometimes we are unable to address their specific situation for a variety of reasons. Sometimes the service they are seeking is not provided in our community, or they don't meet the eligibility requirements of the agency providing the program, or, they are requesting assistance outside of the scope of services provided.

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- You can also visit Valley of the Sun United Way's Help Web site at vsuw.org/get-help, which is also accessible from our homepage at vsuw.org. This online resource is a companion to the FEELING THE ECONOMIC CRUNCH brochure and provides a gateway to a variety of helpful resources that address mortgage payment and foreclosure, job loss and lay-offs, stress and financial tips.

Objection #11: Why should my company participate in the United Way campaign? (What's in it for me?)

Response: By partnering with Valley of the Sun United Way you become a part of community-wide commitment to improving lives through long-lasting change. Your participation will create the change we all wish to see in our community. Such powerful changes will have benefits that ripple out to the community as a whole. As someone who lives and works in our community, you, your family and friends will ultimately benefit from an overall improved quality of life.

From a business perspective, research indicates that customers care about doing business with community-oriented organizations and we encourage you to publicize your partnership with Valley of the Sun United Way. You will join nearly 700 businesses in helping Valley of the Sun United Way advance the common good and improve the lives of struggling families, individuals and children throughout Maricopa County.

Resources Under Management

What are Resources Under Management?

Resources Under Management are the unrestricted dollars available to Valley of the Sun United Way for strategic investment in programs, initiatives and internal capacity to improve lives and deliver meaningful results. In financial terms, they are defined as gross revenues less designated contributions and pledge loss. Through our fundraising efforts, they are communicated as those contributions directed to Results That Matter, our Community Fund, or one or more of the six areas which make up the Community Fund, including: Early Childhood and Youth Education; Helping the Working Poor/Financial Stability; Domestic Violence; Homeless Services; Diversity and Tolerance; and Health and Basic Needs.

Why is it important to stabilize Resources Under Management?

Valley of the Sun United Way fulfills a unique and vital role in our community. We monitor human care needs, identify critical issues and bring the right people and organizations together to create community solutions that achieve lasting change. Valley of the Sun United Way identified stabilizing Resources Under Management as a strategic business goal because it enables us to make the most significant impact in the community.

How do I support stabilizing Resources Under Management?

As a key volunteer, we are asking you to encourage people to invest in Results That Matter, our Community Fund, the key to stabilizing and eventually growing Resources Under Management. The Community Fund is the most proactive way to improve lives through lasting change in our community.

Hot Topics

Valley of the Sun United Way Accountability

- Valley of the Sun United Way, like the 1,300 other United Ways in the country, is an autonomous 501(c)(3) organization that is governed by a local volunteer Board of Directors.
- Each year, Valley of the Sun United Way is audited by a national, independent accounting firm and has consistently received an unqualified opinion letter.
- In addition to being governed by a local Board of Directors, Valley of the Sun United Way has a volunteer audit/finance committee that provides additional financial oversight.
- Valley of the Sun United Way is a past recipient of the Better Business Bureau Ethics Award for our commitment to conducting business ethically and with accountability.

Planned Parenthood

- Planned Parenthood is not a Valley of the Sun United Way partner agency. And to date, they have not applied to become one.
- Thus, Planned Parenthood does not receive funding through any of Valley of the Sun United Way's volunteer-driven community investment processes or participate in any of our strategic initiatives.
- As with any qualifying human care agency or program, that meets certain legal criteria, Valley of the Sun United Way will honor the interests of investors who wish to designate their contribution to Planned Parenthood.
- Moreover, Valley of the Sun United Way does not fund any programs that provide abortion services.
- We do fund programs that provide pre-natal care to assist in the birth of healthy babies for low-income and underserved populations.

Hot Topics (cont'd)

United Way Serving Undocumented Immigrants

Background: The issue of illegal immigration is continually covered by local and national media. The topic is a hot issue and the public may inquire “Do United Way-funded programs serve undocumented immigrants?” The information provided below should be used as reference when addressing these inquiries.

Short Version:

- Valley of the Sun United Way requires all agencies receiving funding to comply with all applicable federal, state, and local laws and regulations.
- This policy applies to all partners, all programs - regardless of the population served.

Extended Version:

- Our mission is to help people.
- United Way does not fund any programs whose direct goal is to target and solely serve undocumented residents.
- In addition, Valley of the Sun United Way requires all agencies receiving United Way funding to comply with all applicable federal, state and local laws and regulations.
- Donors always have the option of designating their donation to a qualifying nonprofit of their choice.

Hot Topics (cont'd)

William Aramony

Background: William Aramony was the president of United Way of America, the national trade organization for local United Ways. In the early 1990's, Aramony and other individuals at United Way of America were found to be participating in fraudulent activities.

- The fraudulent activity was committed by individuals, not by United Way of America or by any of the local United Ways, including Valley of the Sun United Way.
- United Way of America has implemented safeguards to help ensure that this sort of conspiracy does not happen again, including biannual audits of its financial position, which earned a national award for “nonprofit ethics and accountability” from *Financial World* magazine.
- Valley of the Sun United Way is a trustworthy, autonomous and local organization that is governed by a local volunteer Board of Directors as well as a volunteer audit/finance committee.
- Valley of the Sun United Way is audited annually by a national independent accounting firm and has consistently received an unqualified opinion letter.
- As one of the most efficient nonprofits in the nation, 88 cents of every dollar goes directly to improve lives and address the issues that matter most throughout Maricopa County.
- Valley of the Sun United Way is an active member of the Better Business Bureau and is a past recipient of its Ethics Award for our commitment to conducting business ethically and with accountability.

Hot Topics (cont'd)

Boy Scouts of America

Background: In the summer of 2000, the United States Supreme Court ruled that the Boy Scouts of America have a constitutional right to exclude homosexuals from serving as troop leaders.

Following the ruling, several United Ways in the country chose to defund the Boy Scouts.

- Valley of the Sun United Way invests nearly \$400,000 in local Scouting programs that provide leadership, social and character-building activities for thousands of young people throughout the Valley.
- Valley of the Sun United Way requires all funded organizations to meet federal and state laws, regulations and standards regarding non-discrimination. The June 28, 2000 Supreme Court decision confirmed that the Boy Scouts meet these requirements.
- Valley of the Sun United Way's non-discrimination policy includes sexual orientation. Although our Board-approved policies are more inclusive, and thus inconsistent with those of the Boy Scouts, we do not impose our non-discrimination policies on the agencies we fund beyond applicable laws.
- Valley of the Sun United Way also understands that today's youth face many complicated issues. United Way continues to support programs that promote diversity and tolerance among Valley youth.
- Donors can choose to invest in Valley of the Sun United Way's Diversity and Tolerance focus area to support disenfranchised youth.
- United Way's focus on Diversity and Tolerance provides support to programs that assist underserved youth to cope with complex issues such as bullying, discrimination, homelessness, depression and suicide, among many other life issues.
- Through United Way-funded programs youth are exposed to resources and guidance to help deal with the tough issues they face at home, school or within their personal social network.

Hot Topics (cont'd)

Campaign Tax Information / IRS Standards for Charitable Contributions

*Background: In August of 2006, the Pension Protection Act was passed into law. This law includes a number of provisions that are specifically targeted at the nonprofit sector. One of the most important, as it relates to our work is the provision to require donors to have appropriate documentation (for example: a tax receipt) to substantiate all contributions (as opposed to only those that exceeded the \$250 threshold that had been in effect up to this point.) **Please note: the following information is only necessary for individuals who itemize their taxes. More than half of all Americans take the standard deduction and do not itemize so the following information does not apply.***

- It is now a requirement by the IRS that individuals who itemize their taxes must have documentation that substantiates **all** contributions/deductions regardless of amount (the previous law only required tax receipts for contributions of \$250 and above). Acceptable documentation includes the following: bank record (cancelled check or bank statement), credit card statement OR written acknowledgement from the charitable organization showing the date and amount of contribution.
- When a donor makes a contribution through payroll deduction, the donor must have the following documents to substantiate the contribution:
 1. A pay stub, W-2 or other document furnished by the employer that indicates the amount withheld during the tax year for payment to VSUW **AND**
 2. A pledge card that shows Valley of the Sun United Way's name and states that "no goods or services were provided in exchange for this pledge." Note: Valley of the Sun United Way includes the "no goods or services" language on our preprinted pledge card and is available upon request from VSUW's Development department. **OR**
 3. A written acknowledgement from the charitable organization showing date, donation amount and charity (VSUW).
- Valley of the Sun United Way sends a letter to every donor, whose address we have, acknowledging and thanking them for their gift. This letter should be kept by employees to support payroll deductions with a copy of the year end or W-2 pay stub.

Hot Topics (cont'd)

Electronic Campaigns

- For those donors who participate in electronic campaigns (eWay etc.), they must print off the confirmation page and keep that document for their records. The confirmation page serves as the pledge card requirement mentioned in #2 above. The confirmation page also must include the following language: “No goods or services were provided in exchange for this pledge.”

Continuous Pledges (Rollover)

- Under the new law, continuous/rollover givers must provide the same documentation as other tax payers to substantiate donations for tax purposes (#1 and #2 above). If continuous givers do not currently have a pledge card, a company could provide a printable statement with the date, amount pledged, charity and “no goods or services” language.