



**Commonwealth of
Virginia 2006 Campaign
Planning Guide for
Agency Coordinators**

Giving Hope!

*"Hope is a Waking Dream."
- Aristotle 322 BC*

*"Hope is the thing with feathers
That perches on the soul.
And sings the tune Without the words
And Never Stops at all.
- Emily Dickenson 1886*



This planning guide is provided to agency campaign coordinators and agency chairs to help plan a smooth-running and effective agency campaign. It is based on best practices from agencies across the state and outlines ten steps to success. If you cannot find the answer to your question here, please contact Anne Dinterman at 804-225-2159 or Anne.Dinterman@DHRM.Virginia.gov.

Thanks for volunteering to help with this year's campaign!

STEP ONE: Enlist the Support of Your Agency Head and Managers

The support of your agency's leadership is essential to your campaign's success. Encourage your agency head to:

1. Approve campaign goals and objectives.
2. Sign a letter to all employees asking them to consider contributing to the campaign. (See sample letter below.)
3. Endorse the campaign by hosting campaign events, group meetings and presentations.
4. Ask managers to give their employees time to serve on the Campaign Committee or as volunteers.
5. Appoint next year's agency coordinator to serve as your co-coordinator.
6. Announce your role as agency coordinator to managers and ask them to support you.
7. Reward the staff and/or recognize them for their successes and hard work.

Best Practice #16: The warden at Fluvanna Correctional Center showed her support by dressing in a clown suit to raise awareness for the CVC.

Best Practice #17: A letter from your agency head is very important and helpful. Leadership support is essential to a strong campaign.

CVC Campaign Planning Guide for Agency Coordinators



A typical letter might include:

Dear (Employee Name):

Have you ever provided a homeless family with a warm and safe place to sleep, or delivered a hot meal to a homebound senior? Have you ever given a group of kids a safe place to play away from the street, or helped a disabled adult realize their potential to be an active member of their community? If you have ever given to the CVC, the answer is “yes.”

The Commonwealth of Virginia Campaign gives each of us an opportunity to create a positive change in our community. I give to the CVC because I believe that the agencies supported by the campaign are making a difference in many lives in our community, our country and around the world.

Our agency’s CVC campaign will kick off on _____. During the campaign, I encourage each of you to take a few minutes out of your busy day to attend a campaign event or hear a speaker from a local charity to learn about the vital services that nonprofit organizations are providing in our community. I hope that you will also consider participating in the campaign. Your gift, whether you are giving for the first time or are increasing last year’s contribution, helps strengthen our community. Thank you for all that you do for our agency and our community. Together we make a difference!

Sincerely,

Agency Head Name



STEP TWO: Recruit Your Campaign Team

Running a campaign could be a difficult task without the support of other key employees representing your agency's various departments, divisions and locations. Here are some ideas for sharing the workload and the fun!

1. Organize a Campaign Committee.

Use a Campaign Committee to distribute the workload and keep enthusiasm high. The Committee can help you set your campaign goal, plan campaign events and recruit volunteers. The number of committee members depends on the size of your agency. When recruiting your team, consider including:

- Representatives from every department, division and/or location
- Employees who have worked on previous campaigns,
- Employees admired among their peers,
- Employees with specific expertise (human resources, marketing, public relations, etc.), and
- Last year's agency coordinator (to serve as a consultant).

2. Educate your team.

Build an effective team by helping them get to know each other and educating them about the CVC. Help them understand their importance to the campaign effort.

- Take them on a tour of a local charity.
- Ask a representative from a local charity to speak at your first meeting.
- Watch the campaign video together at one of your meetings.
- Review the campaign materials.

Best Practice #1: An actual Team Kick off Agenda from the Virginia Housing Development Authority is included on page A1.

Best Practice #2: Attend the CVC Coordinator's Kick-off in your area to see what is new and to answer some of your questions. It is also a great place to network with other Agency Coordinators.

3. Let the CVC Campaign Office and Campaign Ambassadors help you.

The CVC Campaign Office and Campaign Ambassadors, listed on page 30 of this guide, work closely with all state agencies to help them plan their CVC campaigns. Take advantage of their experience and "catalog" of creative ideas and involve them in your campaign planning.



STEP THREE:

Plan Your Campaign in Advance

You should develop a comprehensive plan for your campaign, with your Campaign Committee. The following suggestions may help you:

1. Meet with last year's agency coordinator to review the results of past campaigns and discuss the strengths and weaknesses of your agency's campaign. Ask the following questions:

- What goal was set for last year's campaign and was it met?
- What contributed to the success of the campaign?
- What challenges were faced?
- Are there any suggestions for improvement?
- Was your agency head supportive?
- Which employees were enthusiastic helpers and might be willing to help again?
- How was the campaign promoted?

2. Review last year's numbers to determine where you may be able to increase your agency's employee giving.

- How much was raised?
- How did the total increase/decrease compare to the previous year's campaign?
- What was the participation percentage (number of givers divided by number of employees)?
- What was the average gift (amount raised divided by number of givers)?

3. Set a challenging, but realistic goal.

Many agency coordinators are reluctant to set a goal for their agency because they feel that employees will feel pressured to give or that they will have failed in their job if their agency does not make its goal. Experience has shown us, however, that most people are motivated by a goal and feel that their gift counts more when it contributes to meeting a goal. Here are some questions to consider when setting a campaign goal for your agency:

- Will the number of employees at your agency have increased or decreased by time you run your campaign?
- Will a significant number of employees be retiring in the next few months? (These employees are likely to have given larger gifts in past campaigns.) Has your CVC campaign been growing or decreasing over the past five years? If it is increasing, at what rate?
- What is your participation rate? (If it is less than 65 percent, you have a lot of potential for growth by getting more employees to participate. If it is



more than 65 percent, your growth is slowing down and you will need to get current contributors to give larger gifts in order to increase significantly your campaign.)

- Has your agency already incorporated a number of the “steps” outlined in this guide into its campaign, or is there potential for improvement?

4. Pick a slogan or theme for your campaign.

This is optional, but several agencies feel that having a slogan or theme for their campaign will help you focus your marketing efforts and will help communicate a consistent message to all employees.

5. Organize your plan to distribute and collect pledge cards.

The best way you can ensure that every employee has an opportunity to contribute to the campaign is to have an organized plan to distribute and collect pledge cards. By following these simple steps, you will increase your agency’s giving while making sure that no one who wants to give is left out.

- Personalize pledge cards. Some agencies may choose to preprint pledge cards with agency code and employee name.
- Have an organized distribution/collection plan. Decide whether you are going to distribute/collect pledge cards at group meetings or individually through your volunteers. Do not ask employees to merely drop their pledge cards in a box in human resources or elsewhere. Most of them will not make the effort.
- Have one or two people responsible for processing cards and compiling reports. Appoint one or two members of the Campaign Planning Committee to process cards, report weekly totals to the Campaign Committee and compile final reports for the CVC Fiscal Processor.

6. Timing is everything!

Sit down with a calendar and plan everything out from meeting dates and events to when articles should appear in newsletters. This will ensure that all members of your committee know when deadlines are to be met, and your campaign will stay on schedule. Additionally, you may want to limit your campaign to a few weeks to keep awareness and enthusiasm high. Also, check your agency’s calendar before you schedule your campaign to ensure that it will not conflict with other major events or activities.



STEP FOUR: Make it Personal

The most effective campaigns incorporate both group meetings and one-on-one solicitation. After a group meeting or other event, have campaign volunteers follow up individually with everyone. This “personal touch” allows you to answer the questions employees might not have felt comfortable asking at the meeting and share information with employees who were unable to attend.

1. Recruit Volunteers.

The volunteers you recruit should be enthusiastic and committed. Every agency, department, division or location has those loyal, behind-the-scenes employees who keep things running smoothly. They are the people who are first to reach out to troubled coworkers or gather the troops to celebrate an employee’s birthday. Everyone with whom they work respects them. These are the people you want for your campaign. Your volunteers will distribute and collect pledge cards and schedule one-on-one meetings with their coworkers. We recommend that volunteers be responsible for no more than 50 of their coworkers.

2. Train your Volunteers.

Help them feel comfortable answering questions about the campaign and asking their coworkers to participate. Take them to tour a local charity. Invite charity representatives to speak at your training. The CVC Campaign Office can help you plan your volunteer training.



STEP FIVE: Communicate the Need

When employees understand the impact their gifts can make in the lives of people in our community, they feel more motivated to give and better appreciated. Help them make informed decisions about their charitable giving through the following:

1. Group Meetings

In addition to one-on-one meetings with volunteers, give employees the opportunity to attend group campaign meetings. Invite representatives from local charities to speak and show the CVC video. There are many advantages to conducting group meetings:

- Information is provided quickly and efficiently.
- A consistent message is delivered.
- Less follow-up work is required.
- Meetings can be scheduled to accommodate the work schedule of a particular division, department or location.
- Employees are removed from the distractions of their work area.
- Employees can ask questions directly to CVC and charity representatives.
- You can schedule one or more meetings for all employees or let the Campaign Committee members or volunteers host group meetings for their departments, divisions or locations.

Suggested Group Meeting Agenda

Distribute pledge cards as employees enter room.

Introductions

By the Agency Campaign Coordinator, Campaign Committee Member or Volunteer

Endorsement

By the Agency Head

Testimonials

By Charity Representative or Agency Employee

Questions & Answers

By Charity Representative and Agency Campaign Coordinator

Quick Review of Pledge Card and Directory

By Agency Campaign Coordinator, Campaign Committee Member or Volunteer

Announcements

(Upcoming Agency Campaign Coordinator, Campaign Committee Member or Volunteer Campaign Events, Drawings, etc.)

Thank You

By Agency Campaign Coordinator, Campaign Committee Member or Volunteer

CVC Video

You may want to introduce the video.

Provide employees the opportunity to turn in their completed pledge card when they leave the meeting.



2. Staff Meetings

Invite representatives from local charities or CVC volunteers (CVAC member, CVC Campaign Staff or Ambassadors) to speak at weekly, monthly or quarterly staff meetings.

3. Tours

Schedule tours of local charities for your employees.

4. Volunteer Projects

Ask employees who volunteer at local charities to put together a daylong or half-day group project at their charity and help them recruit other volunteers.

5. Newsletters

Devote an entire issue of your agency's newsletter to the CVC or run a series of stories on your campaign.

6. Testimonials

Send out an e-mail to all employees asking if anyone has received services from a local charity (included in the directory) and if they would be willing to share their positive experience at a group meeting or in a newsletter article.

7. Paycheck Stuffers

Promote a special event or highlight an important fact about your community.
If your agency uses only electronic paychecks, you might consider doing an email "stuffer" every payday or on key paydays during the campaign.

8. Brown Bag Lunches

Invite employees to bring their lunch to a comfortable meeting room and listen to a speaker from a local charity or see the video in small informal gatherings.

9. Campaign Web Site

Create a CVC web site to post your goal, event schedule and other important information about your campaign. Link it to the statewide CVC web site at www.cvc.vipnet.org.

10. E-mail Messages

Send out daily or weekly e-mail messages with important facts about local charities and/or the campaign before and during the campaign.



Best Practice#4: Adopt a Charity - If your agency has a long-standing partnership with a particular charity or charities have your agency “adopt” that charity. The Virginia Department of Game and Inland Fisheries has this type of association with the Hunters for the Hungry and Virginia Commonwealth University/Medical College of Virginia has this type of relationship with the Massey Cancer Center and the Hospitality House.

Best Practice#19: The State Corporation Commission communicated with employees prior to the start of the campaign to create momentum.

The “Coordinators’ Communiqué” is an electronic newsletter with updates, FAQs, best practices, personal touch stories, and tools for coordinators. If you are not already on the distribution list for this mailing, please contact the CVC office at 804-225-2212.



STEP SIX: Get the Best Return for Your Efforts

To ensure that all of your hard work brings success, the following tips are important components to your plan.

1. **Promote payroll deduction.**

A payroll deduction gift is generally seven to 10 times larger than the average cash gift.

2. **Educate.**

A small payroll deduction contribution can reap great rewards. Help employees understand the power of their donor dollars and the efficiency of giving through CVC.

3. **Appreciate.**

Remember to thank everyone for his or her participation at every opportunity. Be sincere, specific, and timely.



STEP SEVEN: Make it Fun!

Increase your campaign's visibility and "fun factor" with special events like these:

1. Kickoff Event

A kickoff event is a terrific way to announce the start of your campaign and generate enthusiasm. Include a speaker from a local charity. Ask your agency head to host the event.

2. Prize Drawings

Hold drawings during your campaign to encourage employees to turn in their pledge cards.

Best Practice: Ensure that drawings are not "games of chance." Raffles in which employees are encouraged to "buy a chance" to win an item are not permitted. Holding drawings for door prizes from a basket of names who attended an event, with no expectation of personal gain are permitted and encouraged as a means to improve participation.

The solicitation of door prizes must not be conducted by any state employee with procurement authority. Agencies may not provide mailing lists or other preferential treatment or promises of future state business. Participating sponsors may be listed on a poster or program for the event.

3. Sales and Auctions

Ask employees to donate homemade goodies, crafts and personal services (such as pet sitting or lawn mowing) for a sale or auction.

Best Practice #7: It is best to schedule special sales and/or auctions toward the end of your campaign, as some employees will view their purchases as their entire contribution.

Best Practice: Fund raising sales that primarily benefit the vendor handling the sale are not recommended. Projects such as donut sales that are designed for non-profit fund development are permitted. Agencies may develop items for sale (greeting cards, Holiday letters, etc.) that do not involve the use of state funds.

4. Theme Parties and Casual Days

Pick your theme and incorporate it into events, decorations, publicity, dress, refreshments, etc. Encourage other employees to participate by awarding prizes for most creative costume, the spiciest chili, etc. Ask your agency head to authorize a special casual day.

5. Employee Picnics

Have everyone bring a favorite dish and hold competitive events. Use this opportunity to thank contributors. Ask a representative from a local charity to speak.



6. Other Special Events

Be creative. Run a putt-putt golf tournament, gather staff baby photos and give prizes for correct guesses of who's who, or organize an employee talent show. Or how about having an ice cream social, an employee cook-off or an executive car wash? Fun activities like these draw interest and can help raise funds.

Best Practice #8: The Department of Treasury designed and published a cookbook to benefit the Treasury's contribution to the CVC.

7. Competition

Encourage friendly competition between divisions, departments or locations. Offer prizes for the most money raised or the largest number of contributors, the best bake sale or the most interesting group meeting.

Best Practice #9: The University of Virginia has several special awards for the highest gift, highest participation rate, and most improved participation presented at a luncheon by the president of the university.

Note: *Special CVC fundraising events, such as auctions, bake sales, carnivals, athletic events, or other activities are permitted during the two-month campaign period if approved by the appropriate agency head or government official and are consistent with the agency's ethics regulations. In all approved special fundraising events the donor should have the option of designating to a specific participating organization or federation or be advised that the donation will be counted as an undesignated contribution and distributed according to the regulations. When in doubt about the appropriateness of a special event, please contact the CVC office prior to advertising the event.*



STEP EIGHT: Keep Awareness High

In order to keep awareness high, it is important to report your progress throughout the campaign. Here are a few suggestions on how to get the word out:

1. Thermometers

Post thermometers in each department, division and/or location to chart progress. Ask Campaign Committee members to update the thermometers for their area weekly. Order a large thermometer to post in your lobby or in the front of your building.

Best Practice #10: Southside Virginia Training Center had many ideas for keeping enthusiasm and awareness high like having key workers wear the same color clothing on the 3 paydays during the campaign, having leaf pins to wear, using a thermometer with a theme and decorating doors at CVC pledge card collection sites.

2. E-mail Messages

Send weekly e-mail updates to all employees.

3. Web Site

Create a CVC web site and chart your progress electronically.

4. Keep Your Agency Head and Managers Informed.

You may report on the progress of a particular department, division or location, while maintaining the confidentiality of each person's contribution. According to the CVC guidelines established by the CVCAC, you may not share information about an individual employee's gift with their supervisor or anyone else.

5. Contact the CVC Campaign Office or Your CVC Ambassador as Needed.

They are there to help you plan and coordinate your campaign. Keep them in the loop and they can help you troubleshoot if necessary.

6. Charity Fairs.

Many agencies host charity fairs – with several charities represented to educate employees about their services to the community. Care should be given to invite a wide variety of charities and to pick different charities each year to give as many charities as possible an opportunity to participate.

The CVC office provides an electronic "invitation to participate" service. Agency coordinators should prepare a brief announcement including the date, time, location, number of available "slots," and a description of the fair and forward it to the CVC office for electronic distribution to ALL approved charities. The email will carry an expiration date and indicate that the first (number of slots) responders will be accepted for the fair. This practice has resulted in a fair and well-accepted method. Planned for 2006 is a statewide events calendar to help charities in their planning.



STEP NINE: Show Your Appreciation

One of the most important things to do at the end of your campaign is to thank volunteers and contributors for their involvement and concern for their community. Keep in mind that any “thank you” activity should occur promptly. Various ways to thank employees include:

1. **Send personal notes to volunteers and contributors.**
2. **Place a thank you notice in your agency’s newsletter.**

Best Practice #13: The Department of Corrections included an article in their employee newsletter showing the success of their campaign and recognized key workers. Southside Virginia Training Center and VCU/MCV also acknowledged key workers in their newsletters.

3. **Send out e-mails, paycheck stuffers, etc.**
4. **Hold a thank you event for all contributors.**
5. **Hang a giant thank you card or banner in your lobby or cafeteria.**
6. **Ask your agency head to recognize volunteers and contributors at a staff meeting, thank you event, or through a letter.**

Best Practice #14: The Department of Corrections held a “Director’s Reception and Appreciation Ceremony” to pass out the awards and provide recognition to employees. The University of Virginia held “A Celebration of Community Spirit and Recognition of Volunteers” luncheon to present awards and thank the volunteers that worked on the campaign.

7. **Give out a small recognition item to all contributors as a thank you.**

Best Practice #15: The Department of Motor Vehicles designed and passed out a “Share the Sunshine” bookmark to employees.



STEP TEN: Wrap It Up Neatly

Your campaign experience will be more rewarding for you and your Campaign Committee if you make sure that the closing of your campaign is done just as well as the running of it. The more time you let pass, the more difficult it will be to recall numbers, locate paperwork, etc. You have worked hard, so wrap up your campaign promptly and neatly knowing you have accomplished so much for your community!

- 1. Report campaign results to your agency head.**
- 2. Complete your final Pledge Transmittal Report (PTR), make a copy and return it to the Fiscal Processor.**
- 3. Give your payroll office copies of all payroll deduction pledge cards.**
- 4. Hold a critique meeting with your Campaign Committee and make note of recommendations for next year's agency coordinator.**

Best Practice #21: Get feedback from employees on how to do things better.



CVC JARGON

Pledge Card

This is used to record an employee's pledge amount, method of payment and charity designations. Distribute one to each employee at your agency. Some agencies may use an electronic version of the pledge card. In these cases, care must be taken to ensure that both Payroll and the Pledge Processing Center receive copies of this information.

Transmittal Form

This form is used to batch pledge cards to be sent to the CVC Pledge Processing Center in Norfolk. This form is essential to proper recording of your agencies donations.

Directory

Provides important information about the Commonwealth of Virginia Campaign as well as local, national and international charities approved to receive contributions from the campaign. Ensure that all employees have access to the electronic Directory on the website and provide a hard copy of the directory for employees without easy access to the Internet.

Video

Produced locally as a joint state agency effort, the video can be used during campaign events, group meetings or staff meetings. If you have not already received one, you can request one through the CVC Campaign Office. They are available around September 15.

Posters

CVC posters are available to help you promote your campaign. We recommend one poster for every 50 employees. Available around Sept. 1.

Thermometers

Post your campaign goal and chart your progress on a CVC thermometer. We recommend one for every department, division and location. One or more formats will be made available electronically to coordinators for use in their agency.

Website (www.cvc.vipnet.org)

The CVC website has crucial information for donors and Coordinators. Check it out!

Speakers' Bureau

The CVC Speakers' Bureau is a crucial resource and should be used to enhance your group meetings. Speaking engagements provide an excellent way to educate state employees about the charitable community. A list of charities willing to speak at state agencies is available.



Materials Request Forms

Are located on the CVC website, www.cvc.vipnet.org

CAMPAIGN CHECKLIST

Best Practice #99: If you have access to Outlook or another task manager, enter the key milestone dates with reminders so that you can spread them across a longer period and not feel rushed (and get reminders when one is nearing the due date).

Before the Campaign

- . Enlist the support of your agency head and managers.
- . Organize a campaign committee-establish your team.
- . Make a campaign plan based upon past successes.
- . Set a challenging, but realistic goal.
- . Determine campaign style-individual or group.
- . Establish a campaign timetable.
- . Publicize the campaign.

During the Campaign

- . Kick off campaign.
- . Provide all employees the opportunity to participate.
- . Keep awareness high-have a visible campaign.
- . Send reminders and follow up before the campaign is over.
- . Complete Transmittal Reports periodically and as needed. Keep a copy of each transmittal.

After the Campaign

- . Thank and recognize employees.
- . Complete and send final Transmittal Report.

The pledge processor is the United Way of South Hampton Roads, whose address follows:

Commonwealth of Virginia
Campaign Pledge Processing Center
Post Office Box 41069
Norfolk, Virginia 23541-1069
Phone: 1-800-326-6112 ext. 132.

For more information, call the CVC office at 804-225-2159.