

2016 Spirit of North Carolina Campaigning for Excellence



United Way
of North Carolina

| Application Form | | | |
|--|--|---------------------------------------|--|
| Organization Name | City of Greensboro and Guilford County (City/County Employee Combined Campaign (CCEC)) | | |
| Street Address City: 300 West Washington Street County: 301 West Market Street | City/State Greensboro | Zip 27402 | |
| Name of Person Completing Application | Sarah Healy (City) Doug Logan (County) | Phone 336-373-3763 336-641-2611 | E-mail Sarah.Healy@Greensboro-nc.gov dlogan@myguilford.com |
| Name of Sponsoring United Way | United Way of Greater Greensboro | | |

STANDARDS OF EXCELLENCE

**ALL APPLICATIONS MUST BE SUBMITTED USING THIS FORM and COMPLETED "AS IS"!
Please do not add borders, headings, color, or make any changes to this form.**

| Application Standards Checklist | | |
|-------------------------------------|----|---|
| <input checked="" type="checkbox"/> | 1. | Overall Organizational Volunteer Culture |
| <input checked="" type="checkbox"/> | 2. | Raising Community Awareness of Needs and Foster a Spirit of Giving |
| <input checked="" type="checkbox"/> | 3. | CEO, Senior, and General Leadership Involvement and Giving |
| <input checked="" type="checkbox"/> | 4. | Corporate or Foundation Contributions & Other Non-traditional and In-kind Gifts |
| <input checked="" type="checkbox"/> | 5. | Employee Campaign Coordination, Recognition and Incentive |
| <input checked="" type="checkbox"/> | 6. | Overall Per Capita Gift |
| <input checked="" type="checkbox"/> | 7. | Participation Level |

**You may submit video links or DVD for viewing by the Selection Committee. Submit DVDs to
Anita Barker, 875 Walnut Street, Suite 150B, Cary, NC 27511.**

AWARD CATEGORIES

| Organization Employee Size <i>Check the appropriate box for this application submission.</i> | Type of Organization <i>Check the appropriate box for this application submission.</i> |
|--|---|
| <input type="checkbox"/> Up to 25 employees <input type="checkbox"/> 26-50 employees <input type="checkbox"/> 51-100 employees <input type="checkbox"/> 101-200 employees <input type="checkbox"/> 201-500 employees <input type="checkbox"/> 501-1000 employees <input type="checkbox"/> 1001-1500 employees <input type="checkbox"/> 1501-2500 employees <input type="checkbox"/> 2501-5000 employees <input checked="" type="checkbox"/> 5001+ employees | <input type="checkbox"/> Financial/Banking Institutions <input type="checkbox"/> Manufacturing <input type="checkbox"/> Business Campaign <input checked="" type="checkbox"/> City/ County Municipality <input type="checkbox"/> Higher Education <input type="checkbox"/> School Campaigns <input type="checkbox"/> Hospital/ Health System <input type="checkbox"/> Retail <input type="checkbox"/> Not-for-Profit Agency - 501(C)3 <input type="checkbox"/> Professional Services <i>(small business, partnerships, LLC accounting, architect, engineering firm, attorneys, etc.)</i> |

To certify the contents of this application, the signature of the nominating United Way CEO or his/her direct designee must be obtained. An email from the United Way may accompany the application submission stating that it has been reviewed and approved if electronic signature is not available.

United Way CEO/Designee Name:

Printed Name

Signature

Email

Organizational Overview

This information will be used during the Awards Ceremony for winning companies.

Describe the philanthropic culture of the organization:

The City of Greensboro Philanthropic Culture

The City of Greensboro's core purpose mirrors that of the United Way of Greater Greensboro's. The City aims to partner with the community to build a desired quality of life for Greensboro. The organization's actions are guided by its commitment to the community and measured by its success in building public trust and a future the community desires. Critical to the City's success is maintaining a work environment which fosters employee commitment to public service and making a difference in the lives of our residents.

The City of Greensboro's four core values are honesty, integrity, stewardship and respect. Philanthropy is embedded in our mission. For example, the Youth Services and Volunteer Management Division of the City's Parks and Recreation Department, provides year-round volunteer opportunities for all residents and aims to strengthen community relations. This is just one example of our philanthropic efforts. There are many ways the City facilitates volunteer opportunities throughout the community and can be found on Greensboro-nc.gov/volunteer. Guilford County shares a similar commitment to the community by supporting volunteer resources and community groups working to improve the County and quality of life of its residents.

Guilford County Philanthropic Culture

Guilford County's mission is to create prosperity and educational opportunities for all its citizens. The County views diversity as a strength and strives for equality; provides freedom through safe and healthy communities; and values economic growth, producing a rich quality of life. Guilford County's mission, as public servants, is to provide efficient, effective, responsive government that meets the public's needs and improves its community.

The City of Greensboro and Guilford County employees have collaboratively worked together for more than 15 years to coordinate a combined City/County Employee Campaign for the United Way of Greater Greensboro and its partner agencies. Through the collective efforts of this partnership, the City and County employees have generously gifted over \$5.5 million to the United Way since 2001.

Describe a successful strategy, engagement opportunity, or volunteer activity that ignited campaign success; moving the employees to invest, volunteer, or advocate and create lasting impact.

In past years, the City and County held a "Leadership Breakfast" for the department heads and past donors who gave generously to the campaign. This year, under the leadership of the City Manager, County Manager, and both the City and County's Campaign Chairs, a strategic decision was made to forgo the leadership breakfast and use those funds for each department to hold meaningful, impactful kick-off rallies coordinated by the UW department coordinator with the support of its department head. We believed that to make the most impact, it needed to reach employees on a person level. For example, the City's Communications and Marketing department held a kick-off rally in which one of its own employees spoke about the personal way a United Way agency helped her and her family after the tragic loss of a loved one. The Communications department head also spoke about the importance of the United Way and the work it does and asked for each member of the 30 person department to consider making a donation. As a result, the department doubled its fundraising goal. There are many examples of how the departmental rallies in which coordinators planned pizza parties, breakfasts, chili-cook offs, etc backed by the support of the department head, ignited campaign success.

List 3 bullet-points highlighting numeric campaign success:

- The City and County collectively raised \$247,970 for United Way this year, besting last year's total by \$23,000 (10% increase) and surpassing its goal for the first time in six years.
- 26 out of 46 City and County departments increased their participation, thanks in part to almost every department hosting its own rally where department heads and others involved with the United Way spoke about the significance of the organization. Overall participation increased by 21%.
- 5 departments reached 100% participation, with an overall participation rate of 23%.

Standard 1 – Overall volunteer culture of the organization (this includes work with other community stakeholders, if applicable, as well as United Way).

- Describe how the organization works in collaboration with the community to solve problems.
- Does the organization have a social responsibility policy or statement?
 - If so, provide some highlights of the mission.
- Is the organization seen as a philanthropic leader and why?
- How does the organization benefit from being involved in serving the community?
- What % of employees are engaged in volunteer work? Does the organization have a volunteer policy?

Up to 5 points

Both the City of Greensboro and Guilford County employees work every day with its residents to solve problems and give back to the community. Here are just a few examples of how the City and County serve as philanthropic leaders and the work of its employees impact the lives of its residents:

- City of Greensboro and United Way are working together to expand quality mentoring opportunities in support of President Obama's My Brothers Keeper initiative. *
- The City of Greensboro, in partnership with community stakeholders, hosted a Community Safety Conversation* at Welles Memorial Church of God in Christ in response to recent crimes in the area. The public was encouraged to attend the meeting and contribute to the conversation as police addressed community concerns and informed citizens of the initiatives in place to enhance safety.
- The City of Greensboro is working with Greensboro Beautiful and master gardener volunteers to provide neighborhoods with an opportunity to receive a grant to plant trees on City-owned property, public areas, streets and front lawns in areas where they are needed. It's called the NeighborWoods Tree Planting*.
- The City and County collected donations for Hurricane Matthew Victims*. Employees and members of the public were asked to donate items needed and their facilities served as drop off locations.
- City employees from the Neighborhood Development Department participated in the effort to build and sell six new affordable homes for low-income families in Ole Asheboro* during the next two years.
- In FY-2016-17, 17 non-profits were allocated approximately \$1 million from the City of Greensboro.
- The Greensboro Police Department ran Operation Yuletide* an initiative by members of the GPD to bring holiday cheer to residents experiencing tough times. This year, employees organized to provide gifts of new clothing, toys, and household items to at least 100 families nominated by the police department by hosting "Fill the Cruiser" events and receiving contributions from the public.
- The Greensboro Youth Council (GYC), a volunteer organization for high school students in Guilford County (and a program of Greensboro Parks and Recreation), held its annual Santa's Workshop Toy Drive* in December where it accepts new and gently used toys for children. Drop off locations are located at City of Greensboro facilities.
- Parks and Recreation Department employees held their Candlefest* event December 3 in which admission was free with a donation of a nonperishable food item which is collected and donated to the Greensboro Urban Ministry's food bank.
- City of Greensboro employees started an initiative this year called "Operation Bedroll"*, a collaboration between Greensboro's Field Operations, Library and Police Departments to keep non-recyclable materials out of landfills – and help some of the neediest residents have a safe place to sleep this winter. Since last summer, more than 2,000 people have learned how to make plarn from plastic bags and turn them into crocheted bed rolls. The bed rolls can keep people from losing body heat while they sleep and are easy to clean. Greensboro Police delivered the first set of 71 crocheted plastic bag yarn sleeping mats to the Interactive Resource Center on November 22.
- The Greensboro Library Department hosted a "Reading for Relief: a Hurricane Matthew Benefit"* featuring New York Times best-selling author Jill McCorkle and award-winning poet Jaki Shelton Green on December 4 at Central Library. The American Red Cross accepted donations during the event.

Many Guilford County and City employees also volunteer with agencies such as the YMCA, Salvation Army, Boys and Girls Scouts, ARC of Greensboro, Inc., Big Brothers Big Sisters of Central Piedmont, and countless others. In addition to service hours, many employees serve on various United Way Boards and Committees throughout the year to further enhance the impact in the community. While there is no set volunteer policy, the City and County employees are heavily involved with their community and both promote volunteer opportunities to residents as well. Although volunteer hours of City employees are not specifically tracked, in FY15-16 alone, the City recorded a total of 10,079 volunteers, including many City employees, giving over 42,582 hours of their time (valued at \$1,003,231 back to the community). The County does not record this data.

*See attachment

Standard 2 – Organization’s partnership with United Way to raise awareness among employees of needs and foster a spirit of giving.

- Document ways in which the organization worked with United Way to generate enthusiasm for involvement and support.
 - Specific rallies, events or programs
 - Unique awareness activities such as meetings, tours, speakers, and fairs.
- Comment on year-round engagement that exists, if applicable.

Up to 5 points

The United Way Campaign Chair, Sarah Healy, serves as the Internal Communications Specialist for the City streamlining communication efforts and outreach to our employees this year. She and the County’s Chair, Doug Logan, served as the contact to the United Way coordinators in each department and offered support for coordinating each department’s kick off rally and or fundraiser. The chairs also kept the City and County Managers and every department head up-to-date with their fundraising status throughout the 4-week campaign. Working closely with United Way staff and forging a close working relationship ultimately helped increase enthusiasm for the campaign. Here are a few ways the City and County generated enthusiasm and support among its employees for the 2016 campaign:

- Messaging regarding the 2016 United Way campaign began in August, a month before the campaign start date. Information about the campaign was placed in the monthly newsletter which is e-mailed to all employees a month before the campaign kick-off. Both chairs were in constant and frequent communication with United Way staff to coordinate start date, messaging, timing of e-mail reminders, etc.
- The United Way staff held multiple training sessions specifically for all of the City/County campaign coordinators prior to the campaign beginning.
- The Greensboro Police Department held their kick-off event this year at Café Pasta* with proceeds going to the United Way. Police Chief Wayne Schott and Michelle Gethers-Clark, United Way’s CEO, donned chef’s hats and mingles with customers. Ten percent of the day’s sales benefitted the United Way.
- A web page dedicated to the 2016 United Way campaign was created and placed on the City’s intranet site where employees could find details about the campaign such as upcoming fundraisers, incentives, United Way coordinator contact information and other pertinent campaign information.
- A video was also created and posted on the intranet with a personal testimony of a participant and graduate the Family Success Center. It was also used by UW campaign coordinators in department kick off rallies.
- City staff, led by its Information Technology Department organized and hosted an inaugural United Way Benefit Classic Golf tournament* which was held on October 1, 2016 at the Bryan Park Golf Course. The event was part of the joint fundraising effort between the City and County which raised \$1,682.
- Rallies were held in each department which included all 20 City and 10 County departments. City Police, Fire, Finance, Guilford Metro 9-1-1, Field Operations, and County Public Health departments held multiple rallies to ensure employees on different shifts would all have access to the same information regarding the campaign. Smaller departments combined their rallies into one big joint meeting.
- Multiple departments held fundraisers: The Planning Department raffled off two tickets to a Panthers football game, Engineering and Inspections hosted a silent raffle and popcorn party as well as raffled off a 42 inch TV, Information Technology hosted a cornhole tournament, Water Resources held multiple fundraising events including a festival at their office location, Communications and Marketing held an ice cream fundraiser, Fire held a 50/50 drawing, Finance held multiple fundraisers including a candy and muffin sale, Emergency Services held a spaghetti night, Public Health raffled artwork, County Human Resources had a bake sale, to name a few..
- The Greensboro Coliseum employees hold a “United Way Week” where every day, they do something special to raise funds and awareness for the United Way during the campaign.
- E-mail updates were strategically sent to employees with reminders about pledge details.
- Posters provided by the United Way were displayed throughout City and County facilities and buildings promoting the campaign.
- Yard signs provided by the United Way were placed in front of City and County buildings to serve as reminders of the campaign. All 28 fire stations put up these yard signs.
- Year-round engagement between the City and the United Way continues as January is National Mentoring month, and this year the City of Greensboro and United Way of Greater Greensboro are celebrating 15 years of the mentoring movement and expanding quality mentoring opportunities in support of President Obama’s My Brother’s Keeper (MBK) initiative.*

*See attachments and video.

Standard 3 - CEO/Senior Leadership and General Leadership Involvement & Giving

- Describe the role that senior leadership plays in “influencing” philanthropy, community support, and campaign activities
- How does the organization’s leadership in general promote a culture of giving?
- List any specific events **that are directed by the leadership team.**

Up to 5 points

A gift of \$1,000 or more is considered a leadership gift.

The City and County Managers and Senior/Executive Management (Department Directors) played very important and involved roles in the campaign’s success. The commitment and active participation by Leadership in both organizations set the tone for the entire campaign and was demonstrated in the following ways:

- City Manager, Jim Westmoreland, and County Manager, Marty Lawing, created messages to all City and County employees encouraging support of the campaign
- Both the City and County Managers hold a rally specifically for their director’s to hear (and share) United Way’s message.
- Jim Westmoreland serves on the UWGG’s Board of Directors
- Jim Westmoreland sent an email to over 3,000 City employees, including all Department Directors and Executive level staff, encouraging their support of the community through the United Way campaign
- Both the City and County Manager approved and supported special leave time incentives for contributions made to the campaign by employees
- In support of the campaign efforts, Department Directors from Greensboro and Guilford County personally nominated employee(s) from each of their Departments that they felt would be enthusiastic and dedicated campaign coordinators.
- Jim Westmoreland recognized all campaign coordinators at a City Council meeting thanking them for the assistance with the campaign and presenting them with certificates.
- Department heads were very active this year in the campaign often speaking out in support of the campaign at department rallies and asking his/her staff to consider making a pledge to the United Way.

Complete the chart below. Up to 5 points

Any positive % change in leadership givers is awarded 2.5 points.

10% or greater increase in % of leadership givers receives an additional 2.5 points

Use local corporate numbers if possible, otherwise indicate as statewide

| Year | Total # of Givers | # of Leadership Givers | % of Leadership Givers | % Change in Leadership Givers | Points Awarded |
|------|-------------------|------------------------|------------------------|-------------------------------|----------------|
| 2016 | 1257 | 52 | 4% | +4% | |
| 2015 | 1028 | 50 | 5% | | |

UW % of Leadership Givers - 2016 # of leadership givers divided by the 2016 total # of givers

UW Leadership Givers % Change - 2016 # of leadership givers minus the 2015 # of leadership givers divided by 2015 #

Outline any factors or information that could affect % of leadership givers.

Despite the retirement of a few leadership donors, several department heads stepped up their gifts to the leadership level this year. There are also 24 City and County female employees who are in a “Step Into Leadership” program, and are increasing their gifts annually to become leadership donors in the future.

Standard 4 - Corporate or Foundation Contributions and Non-traditional/In-kind Support

- State where management places the United Way Campaign within its prioritization of activities.
- List specific sponsorships, resources, materials, loaned executives, advertisements, videos (YouTube as an example).
- List specific “social media” activities/events/activities.

Up to 5 points. If your organization is Federal or Nonprofit and cannot legally provide a Corporate Gift, please provide information on in-kind gifts and other efforts below.

The City of Greensboro and Guilford County are municipalities funded by tax-payer dollars, which means there is no corporate gift contribution. However, each supports and prioritizes the United Way campaign by encouraging volunteerism and fostering a spirit of giving among all employees through two of its greatest in-kind gifts: time and manpower. Several years ago, the City and County eliminated their budgets to be used in support of the campaign and various campaign activities. However, this year, the City and County forwent the Leadership Breakfast to use those funds towards department kick-off rallies (to purchase food or small incentives).

The campaign was able to receive in-kind support in the following ways:

- Printing of special events flyers/posters for departmental rallies and fundraisers
- Time and resources of Communications Department employees, including the City’s Communications Manager, to assist with developing a campaign communications strategy, creation/management of the internal campaign website and City manager’s messaging and weekly reminders of campaign information and updates on the City’s intranet
- The use of the City’s Greensboro Television Networks staff to create a video for promoting the campaign.
- Annual leave/vacation time for employee incentives
- Time and resources of multiple Guilford County and City employees who assisted in various campaign rallies, events, fundraisers, etc
- Food and raffle prizes that were donated to be used at rallies and kick-off events throughout the campaign
- Dedicated time and resources of Finance and Human Resources staff to provide employee salary information, calculation of employee incentives and process final campaign electronic files
- Employee participation of volunteer and philanthropic activities during the course of the work day
- While City and County employees participate in many volunteer events throughout the year, this is the only city-wide campaign that is supported by the City and County Managers in which each employee is asked to participate by either donating or volunteering their time.

Local corporate numbers are reported below unless indicated as statewide

| Year | Corporate Gift | Percent Change |
|------|----------------|----------------|
| 2016 | \$ | % |
| 2015 | \$ | |

Percentage change example: 2016 minus 2015 divided by 2015.

Use a plus or minus sign to show a positive or negative % change.

Standard 5 – Employee campaign coordination, recognition and incentive

- Describe the work of the campaign coordinator and/or committee, listing successful planning tools, specific activities, and events that propelled the campaign to success
- Detail how the employees were recognized within the workforce for their investment of time and resources
- Share any specific incentives used that proved to be effective in building motivation and resolve to give

Up to 5 points

The City/County Employee Campaign (CCEC) has two main campaign co-chairs (Sarah Healy with the City of Greensboro and Doug Logan with Guilford County). A campaign committee of dedicated departmental coordinators was formed this year as well. This group oversaw the “big picture” campaign activities, such as organizing training, managing events such as the department rallies and fundraisers, communicating and working with the City and County Managers on campaign progress, and assisting individual departments as they might need. Each City and County Department has an individual campaign “Coordinator” who is responsible for organizing rallies, special events and managing all donations within their respective departments. These 46 departments working independently and in conjunction make up the CCEC.

Both the overall campaign and individual departments from Greensboro and Guilford County offered a variety of incentives to encourage employees to give and/or participate in the campaign. Incentives that were promoted and offered to employees throughout the duration of the campaign included but were not limited to:

- United Way Caring Club Cards for discounts at a variety of establishments (given to employees who pledged \$120 or more)
- 4-8 hours of annual leave depending on the percentage of salary offered by employee
- Leadership Giving: with a pledge of \$1,000 or more, employees get the opportunity to be a part of a society of leadership donors who show extraordinary concern and dedication to the community and recognition in the United Way’s annual report, etc

Specifically, for the City, the campaign chair, Sarah Healy, held meetings with the committee (which comprised of a coordinator from each of the City’s 20 departments) before the campaign started and during the campaign to share tips and best practices for increasing participation. This proved to be extremely helpful to the committee. For example, one veteran member of the committee had crafted a letter solicitation asking local businesses for a donation/gift card to use during campaign rallies to boost participation. This was shared with the committee members and was a huge asset. The committee members shared ideas for different fundraisers and types of rallies. This increase in communication especially helped the first-time coordinators.

Employees were recognized within the workforce for their investment of time and resources by City Manager Jim Westmoreland. He personally thanked each employee through a message in the monthly newsletter and praised their efforts in a news release that was sent to all local media. Coordinators from each department were also personally thanked at a City Council meeting following the campaign by recognition from council and a certificate.

One specific incentive that proved to be effective in building motivation and resolve was the 4-8 hours of annual leave depending on the percentage of salary offered by the employee.

Standard 6 - Overall Per Capita Gift

- Describe events or strategic action that positively affected per capita employee giving
- Was a specific community issue at the center of employee giving? If so, explain.

Up to 5 points

This year, the City and County wanted to breathe new life into the campaign and we did that with a two pronged approach. The first was to reach each employee on a personal level, explaining what the “New” United Way does and how the work of the United Way impacts our community backed by the support of the department head. This is why we focused our efforts on speaking in front of every department about the work United Way of Greater Greensboro is doing to break the cycle of poverty in our community.

The second important factor was to provide a way for employees to give who may not have access to a computer during the work day. We needed to be sure to distribute paper forms to those employees who would not be able to e-pledge. The City informed employees of the campaign start date a month before the kick-off through the employee newsletter which is e-mailed to all employees. Each department had a designated “United Way representative” who coordinated a United Way rally or rallies, fundraiser and served as the point person for any questions. We used personal stories from employees and others who had been aided by the United Way and/or its partner agencies.

The 1 minute 40 second video can be viewed here:

http://greensboro.granicus.com/MediaPlayer.php?publish_id=4940a55e-5ffe-11e6-8170-f04da2064c47

Local corporate numbers are reported below unless indicated as statewide

| Year | Total Employee Giving Amount | % Change | Points Awarded | Total No. of Full-time Employees | Employee Per Capita | % Change | Points Awarded |
|------|------------------------------|----------|----------------|----------------------------------|---------------------|----------|----------------|
| 2016 | \$239,697 | +12% | | 5404 | \$44.36 | +11% | |
| 2015 | \$213,486 | | | 5326 | \$40.08 | | |

Percentage change example: 2016 minus 2015 divided by 2015.

Per Capita Gift: Total Employee giving Amount divided by the Total Number of Employees

Use a plus or minus sign to show a positive or negative % change.

2.5 Points are awarded for positive percent change in Total Employee Giving Amount

2.5 Points are awarded for positive percent change in Employee Per Capita Amount

Total possible points for Standard 6 = 10

Standard 7 – Participation Level

- How does the organization ensure that all employees have an opportunity to participate in the United Way campaign? List specific steps taken to reach and educate all employees.
- Describe any efforts for outreach with specific groups such as new hires, seasonal employees, retirees.

Up to 5 points

This year, to insure the City reached all employees, each department held a “rally” type event in which the department or division head was present to show his/her support for the campaign, and the United Way department coordinator planned some type of event specifically for his/her department where employees could hear more about what the United Way does and how it impacts our community. Some departments, such as fire and police, held multiple rally events to correspond with rotating schedules/different shifts and to reach all employees. The campaign chairs coordinated with the United Way coordinator in each department to ensure rallies were held for each department.

For departments that have a majority of employees who are not often at a computer i.e. police, fire, field operations, and public health paper forms were handed out so employees would be able to make a pledge. This gave all employees the opportunity to participate in the campaign. For the City and County’s 46 departments, it can’t be “one size fits all” style to reach all employees as employees from different departments have different schedules and access to computer/intranet/work e-mail. As a result of this new strategy, 26 out of 46 departments increased their participation this year and the campaign increased its overall participation rate by 21%.

Again, our goal this year was to reach employees on a personal level, to explain the goal of the United Way and how its work impacts our community. In addition to the personal ask we attempted to reach and educate employees by creating a web page on its intranet, promoting the work of the United Way and campaign details through its monthly newsletter, e-mails, posters and lawn signs. Fundraisers such as book sales, raffles and ice cream sales were also conducted by different departments, giving employees another way to participate.

In addition, United Way coordinators from each department did an excellent job communicating the significance of the campaign to new hires. The City coordinators met before and during the campaign to discuss best practices and share ways to increase participation.

Guilford County’s Human Resources Department, specifically, reached out to every Guilford County new hire regarding the campaign during the new hire training session. These new hires were given paper pledge forms, as they were not able to give via ePledge.

Retirees were also contacted via direct mail, email and/or phone and encouraged to continue to support and participate in the campaign.

Local corporate numbers are reported below unless indicated as statewide

| Year | Total # of Employees | % Change | Total Number of Givers | % Change | Points Awarded | % Participation | Points Awarded |
|------|----------------------|----------|------------------------|----------|----------------|-----------------|----------------|
| 2016 | 5404 | +1% | 1257 | +22% | | 23% | |
| 2015 | 5326 | | 1028 | | | 19% | |

Employee % change – 2016 number of employees minus 2015 number of employees divided by 2015 number

Givers % Change – 2016 number of givers minus 2015 number of givers divided by the 2015 number

2.5 Points are awarded for positive percent change in Number of Givers

2.5 Points are awarded for positive percent change in Percent of Participation

Total possible points for Standard 7 = 10