

2015 Spirit of North Carolina Campaigning for Excellence

Application Form <i>(www.unitedwaync.org)</i>			
Company/Organization Name	Michelin Aircraft Tire		
Address	40589 South Stanly School Road	City/State Norwood/ NC	Zip 28001
Name of Person Completing this Application	Sean L. Eppenauer	Phone 704-474-8199	E-mail sean.eppenauer@us.michelin.com
Name of Sponsoring United Way	United Way of Stanly County		Metro Size 7
United Way Contact for Questions	Jennifer McSwain	Phone 704-982-6916	E-mail jmcswain@unitedwaystanly.org
Does the company know a Spirit Application has been submitted on their behalf? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			

STANDARDS OF EXCELLENCE

Below is a checklist of the components of the application. Please complete each standard, in addition to the Organizational Overview, with as much detail as possible. Each Standard is worth up to five (5) points unless designated with an asterisk (*). Designated Standards are worth up to ten (10) points.

**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. Volunteer Culture
<input checked="" type="checkbox"/>	2. Partnership with Community
<input checked="" type="checkbox"/>	3. CEO/Senior Leadership and 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, Incentive and Recognition
<input checked="" type="checkbox"/>	6. Overall Per Capita Gift
<input checked="" type="checkbox"/>	7. Participation Level
<p>Heads up!</p> <p>Please do not add pictures to the Standards Text Box. Instead, attach separate page with pictures labeling the corresponding Standard. (Attachment 1)</p> <p>You may also submit a DVD or attach a Video for viewing by the Selection Committee. The video should not exceed 3 minutes. Please send any DVDs to Anita Barker, 875 Walnut Street, Suite 150B, Cary, NC 27511. DVD's must arrive on or before January 19, 2016.</p>	

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 50 employees <input type="checkbox"/> 51 – 100 employees <input type="checkbox"/> 101 - 200 employees <input checked="" 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 type="checkbox"/> 5001 + employees	<input type="checkbox"/> Financial/Banking Institutions <input checked="" type="checkbox"/> Manufacturing <input type="checkbox"/> Business Campaign <input 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:

Jennifer McSwain

Email:

jmcswain@unitedwaystanly.org

Organizational Overview

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

Describe the mission, vision and philanthropic culture of your organization:

In the Michelin Performance and Responsibility Charter, the company's five core values are listed and explained. They are: Respect for People, Respect for Customers, Respect for Shareholders, Respect for Environment and Respect for Facts. As part of our company's Moving Forward Together initiative, we commit to foster the ability to know one another through sporting & cultural events, family events and developing corporate social responsibility by having active involvement with and in our local community.

Michelin North America has a Long Standing partnership with United Way, and there is an expectation that each site support United Way in their local area. This expectation only applies to the United Way.

Each plant in Michelin has its local leadership team prepare a vision and mission statement. The Michelin US11 (Michelin Aircraft Tire Plant in Norwood, NC) vision is as follows:

US11's vision is to align our focus and resources towards:

- Partnering with our customers to provide innovative solutions.
- Improving the quality of work life while focusing on the safety of our employees.
- Being a responsible citizen that makes a difference by helping to build and support our community.

Describe ONE unique and meaningful event, activity, or communication that ignited the success of your campaign: (This will be shared at the Awards Banquet if selected as a winner)

As a team, we anticipated 2015 being a very challenging year to grow our United Way campaign. For different reasons, such as less overtime for our employees, we feared a drop in employee giving. As a United Way steering committee, we aimed to expand opportunities for our employees to give a little throughout the year so we decided to add Friday 50/50 Raffles.

The 1st annual Michelin Friday 50/50 Raffle was going to be a challenge, but our committee was excited and ready to get the employees involved. The steering committee and other leaders worked tirelessly to promote the weekly raffle for eight months. Tickets were sold each week all-day Thursday and Fridays until 1pm. The money was then collected, counted and the winning ticket drawn at 1:15pm. The winning employee received 50% of the total and the other half was contributed to the United Way Campaign.

We received great support from plant employees and management. The raffle excited the employees and they looked forward to the participating each week. It was a great spark for our United Way Campaign and the raffle contributed a total of \$4,826 to our campaign.

List 3 bullet-points highlighting numeric campaign successes: (This will be shared at the Awards Banquet if selected as a winner) (i.e., dollars raised, % increase over previous year, # of leadership givers, etc.)

- 2015 was our highest grossing campaign in the history of our facility, raising **\$109,135.13** for The United Way of Stanly County! This is the largest contribution given to the United Way of Stanly County in its history! This is a huge accomplishment for us and we hope to break our own record by continuing to grow our campaign.
- Our fair share giving (leadership giving) has continued to increase and has reached a new high! Thirty-one percent of our contributors are fair share givers. This is a **27%** increase from 2014. We are proud to know fair share giving continues to increase each year.
- For the second year, we organized a golf tournament. We exceeded goal of **\$12,000** by raising **\$17,146**, all of which went directly to our United Way Campaign. This was a huge success for our team and we are very proud of our success. We plan to continue this tournament and watch it increase our campaign contributions.

Standard 1 - Volunteer Culture

Describe how volunteerism fits into the organization's philanthropic mission. Include specific volunteer activities (listing recipient organizations) and, if possible, provide number of employees, volunteer hours and dollar value of volunteer participation. (Estimated value of volunteer time for 2015 is \$22.55 per hour) Include organizational incentives for participating in community volunteer activities.

Up to 5 points

One of our company's core values is respect for people. Part of our Vision Statement reads, "Being a responsible citizen that makes a difference by helping build and support our community."

Our company has committed to volunteering by allowing employees to take time off from work to participate in multiple types of activities:

Michelin Challenge Education: Support efforts to improve individual state HS graduation rates by working, preferably, with Title 1 (high poverty) elementary schools.

- We work specifically with Norwood Elementary School to provide volunteers in reading and tutors in math (we have 13 guest readers who participate monthly and 8 math tutors who participate on a weekly basis)
- Monthly book club - A volunteer reads the book-of-the-month aloud to the class and then each kindergartener receives a book to take home.

Other Education related activities

- Employees serve as Graduation Project and Science Project Judges
- Provide monitors for end-of-year standardized testing at the local high school and middle school
- Michelin sponsors the Stanly Community College Electronics Blast Competition which is hosted by the Stanly Community College and allows high school students from around the county to demonstrate their knowledge of basic circuitry in a competition

Habitat for Humanity:

- One of the members of the Senior Leadership Team serves as a liaison to Habitat For Humanity and ensures that Michelin employees participate in each build that occurs in the county.
- Donated \$800.00 to a corporate project in 2015. Our employees gave a total of 220 hours of their time to the project.

Leadership Stanly

- Each year an employee is selected to participate in the Leadership Stanly program with the expectation that he/she will take an active role in volunteering in the community upon completion of the course
- Each year, we host the Leadership Stanly group for a plant tour and lunch.

Participation on Boards and Committees

- United Way Board
- United Way Allocations Committee
- Stanly Community College Foundation Board
- Stanly County Chamber of Commerce Board
- Community Care Clinic Board
- Habitat for Humanity Board

Community Investment Committee

In 2015, Michelin continued the employee led Community Investment Committee to receive requests for financial support and volunteerism for charitable organizations. This committee, made up of employees at all levels of the organization, was responsible for giving \$38,500 and coordinating 2,657 hours of community service in our community. This was a 12% increase of participation from 2014, valued at \$65,760. The committee also organized meals at the local homeless shelter (1 per month) to create more opportunities for all employees to volunteer in the community.

Standard 2 – Partnership with community to raise awareness of needs and foster a spirit of giving

Describe the organization's philanthropic relationship with the community. Document specific rallies, events, or programs which generate enthusiasm for community involvement and support. Unique partnership and awareness activities should be highlighted such as specialized meetings, tours, speakers and fairs. **Activities which have positive results for year-round engagement should be cited as well.**

Up to 5 points

- US11's United Way campaign starts with plant meetings with the United Way Executive Director and member agencies. These meetings are launched by the Site Manager who helps to inform and educate employees and give them an opportunity to ask questions. The meetings are held during employee working hours, and members of management are present to assist and encourage participation.
- Plant Manager Preston Gray attended the United Way Kickoff luncheon. As the key note speaker, Preston shared ideas and strategies with attendees to help inspire and educate other local campaign leaders.
- The United Way Executive Director led two tours of agencies to build knowledge of the agencies and how employee contributions help the community. The employees who participated in the tours then were able to educate their fellow employees. These employees were paid their normal wages while attending and learning about different agencies.
- During the campaign, communication is distributed and events occur that encourage campaign awareness, including:
 - Communication board postings in each department.
 - Several raffles to events in the community (golf tournaments, dinners; etc.)
 - Several internal auctions with all moneys going to the campaign
 - 50/50 Friday Raffle for 8 months
 - A campaign letter sent to employees from our Site Manager.
 - United Way flyers
 - United Way posters
 - A designated United Way Brochure Rack placed in the cafeteria with all information about the agencies and how to help.
 - Feature the United Way agency of the month, giving specific information about these agencies and show presentations in the cafeteria.
 - United Way thermometer to show daily campaign progress.
 - Follow up status shared during our daily performance management meetings.
- Our commitment to the United Way Campaign is reviewed with new hires during orientation by the Personnel Group, Campaign Manager, and the United Way director.
- During Michelin's 2015 "Family Day", the coordinator and volunteers from US11 United Way campaign were present to distribute information, talk with employees, and hold a 50/50 drawing to raise money for the campaign. The person that actually won this drawing donated his winnings back to the United Way campaign.
- Michelin's United Way Steering Committee members talk to employees one-on-one to answers questions and explain how the money is allocated to the agencies through the allocations committee.
- The Committee members hosted the second US11 Golf Tournament, inviting other Michelin facilities and people in the community. After the general cost of the tournament, the committee raised \$17,000 for the 2015 campaign. The community rallied around our event with sponsorships and donations that reduced our tournament expenses and allowed more money to go to the campaign.
- The US11 Community Investment Committee heightened the awareness of fellow employees by offering volunteer opportunities as a representative of Michelin. Instead of the committee only making a monetary donation, tickets were raffled to community events for employees to attend and see the needs in Stanly County.

Standard 3 - CEO/Senior Leadership and General Leadership Involvement & Giving
 Given that Leadership participation is a Best Practice item: Describe how **senior leadership** (CEO/Direct reports) hosts, manages, organizes, participates in, and “influences” philanthropy, community support, and campaign activities. Describe how **company leadership in general** promotes a culture of giving. Specific events that are sponsored (and led) by the leadership team should be noted. Complete the **leadership giving** table below.

Up to 10 points*

A gift of 1 hour pay per month or more is considered a leadership gift.

Michelin believes that Leadership participation is a best practice and our plant management is leading by example. Our Plant Manager, Preston Gray, passionately leads every kick-off meeting for the United Way campaign, encouraging employee participation. We truly have a culture of participation at Michelin!

Some examples of our leadership in the community include:

- Plant Manager- Preston Gray
 - United Way Steering Committee
 - Board member of the Chamber of Commerce
 - Board member for the Community Care Clinic
- SP Manager- Kris McVey
 - Board member for The United Way of Stanly County
- Quality Manager- Mauricio Sierra
 - Liaison with Habitat for Humanity
- Tech Services Manager- Dhum Patel
 - Board Member of Stanly Community College
- IT Manager- Ed Knutsen
 - United Way Allocations Committee member
 - Tutor at Norwood Elementary School
- Training Manager – Rhonda Smith
 - Board member for the Habitat for Humanity
 - Tutor at Norwood Elementary School
- Business Unit Leader Sean Eppenauer
 - 2015 Participant in Leadership Stanly
 - 2015 United Way Campaign Leader

The leadership team is able to successfully promote a culture of giving by participating themselves. They are truly leading by example.

Local corporate numbers are reported below unless indicated as statewide

Year	Total Number of Givers	Number of Leadership Givers	% of Leadership Givers	Percent Change
2015	267	164	+61.42 %	+24.24 %
2014	234	132	56.41 %	53.49 %
2013	269	86		

UW % of Leadership Givers - 2015 number of leadership givers divided by the 2015 total number of givers

UW Leadership Givers % Change - 2015 number of leadership givers minus the 2014 number of leadership givers divided by 2014 number

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

Standard 4 - Corporate or Foundation Contributions and Other Non-traditional and In-kind Gifts/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. Please complete the Corporate Gift table below.

Up to 5 points. If your organization is Federal or Nonprofit and cannot legally provide a Corporate Gift, you will automatically be awarded 5 points.

Along with the leadership team of the plant, there is a United Way Steering Committee that meets year-round to plan and organize our upcoming campaign and activities. From these committee meetings, there are multiple events that take place.

- Each member of management was asked to promote the 50/50 Friday Raffle and sell tickets during employee breaks, lunch times, and shift changes.
- Members of management were strongly encouraged to sell at least one book of raffle tickets (10 tickets) for a \$2500 vacation raffle. Steering committee members also attended United Way events to sell vacation raffle tickets.
- During the organizational phase, eight teams were formed with a plant staff member taking an active role as the team owner, another member of management served as the team leader. Various members of the leadership team participated in the campaign.
- Michelin provided any materials needed for the campaign, such as printers, paper, ink, signage etc.
- Employees were paid their normal hourly rate while working on campaign activities.
- US11 Team was allowed to go to the community and solicit to different businesses for incentives for the campaign.
- Michelin donated tool boxes, shirts and chairs to our internal auction. All proceeds went to United Way.
- Several business units in the facility served meals provided by Michelin at the local homeless shelter.
- Michelin Challenge Education sponsors the book of the month club, in which each kindergartener receives a new book each month
- Michelin sponsored the “Backpack” program and the “Live Strong” program at the local YMCA
- Donated turkeys at Thanksgiving to local needy families that were identified through the United Way
- After the campaign, a 25% match of US11 employees’ contributions was received from Michelin North America.
- Michelin donated TV’s, VHS, misc. maintenance equipment that came from various shops inside the plant that no longer needed them. All proceeds went to United Way

Local corporate numbers are reported below unless indicated as statewide

Year	Corporate Gift	Percent Change
2015	\$15,343.15	+22.89%
2014	\$12,485.25	-7.85%
2013	\$13,549.50	

Percentage change example: 2015 minus 2014 divided by 2014.

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

Standard 5 – Employee campaign coordination, incentive and recognition

Describe the work of the campaign coordinator and/or committee and list specific activities, decisions and events. Share specific incentives used in the campaign and how employees were recognized within the workforce for their contributions.

Up to 5 points

For the last five years, Michelin has conducted the campaign with a team approach, with increasing involvement from various members of the leadership team. These teams included an activities team, employee incentives team, large and small raffle teams, and a golf tournament team.

Each year a steering committee that meets bi-weekly is organized to oversee and coordinate all activities. This committee, led by a campaign coordinator, is made up of employees from various levels of the organization. The steering committee makes all decisions for the campaign. The Plant Manager assists by providing leverage to quickly solve issues of resources and prioritization that can often hinder the advancement of a campaign.

- In order to raise awareness, the steering committee started the 50/50 Friday raffle in May to get employees involved with the United Way campaign throughout the year.
- Michelin, with the help of the community, provides local business gift certificates as employee incentives for those who contribute at different levels of giving.
- Employees can win different kinds of prizes depending on their contribution. The levels of contribution are Fair Share/Leadership (one hours pay per month), \$150, \$100 and \$50. Each level had different prizes according to the amount given, from 43" TV to Gift Certificates from local restaurants. These prizes were drawn during an end of campaign meeting where all employees were encouraged to attend.
- Prime parking spaces are used as incentive prizes this year, coming to be known as United Way parking spaces. We have 4 main employee entrances into the plant, and there are two spaces designated at 3 entrances, and one at the fourth. Employees can enter their names into the drawing by being a fair share/leadership giver, receiving 15 entries to the parking spot raffle.
- As a way to create more involvement in the activities for the United Way campaign, the committee raffled 4 spots onto a golf team for our Michelin US11 Golf Tournament. This gave the opportunity to participate and take advantage of one of the biggest events of our campaign.
- During Michelin's 2015 "Family Day" the coordinator and volunteers from US11 United Way campaign were present to distribute information, talk with employees, and held a 50/50 raffle to raise money for the campaign. The winner of the drawing generously donated his winnings back to the United Way.

All Michelin employees who contributed to the 2014 and 2015 United Way Campaigns as fair share/ leadership givers received a "LIVE UNITED" t-shirt. The Steering Committee hand delivered these t-shirts to employees.

Standard 6 - Overall Per Capita Gift

Describe what employee, leadership, workplace, or community issues made a difference this year in per capita giving by employees. (Note: If campaign results increased (or decreased) by a measurable amount, it is expected that those changes were driven by some recognizable improvement or change. Example: Instituted specific goals by department for the first time equal to the corporate campaign objective which generated enthusiastic and competitive environment. Complete the employee giving and per capita giving table below.

Up to 10 points*

When our United Way steering committee met in January of 2015, we knew it was going to be a tough year to meet our campaign goal. There were multiple challenges that we faced. We however remained committed to continue our high level of support to the community. The steering committee brainstormed new ideas to evolve the campaign to reach out into the community for support.

To offset the expected drop in employee contribution, we organized several extra activities. These activities included a golf tournament, 50/50 Raffle, and an auction of excess company equipment.

With the golf tournament, we raised money through sponsorship sales from different local businesses, plant contractors, and participation from other Michelin facilities.

The 50/50 raffle was successful. Several employees participated, as this was one of the main attractions during our "Family Day."

The Senior Leadership Team allowed our steering committee to receive 50% of all funds from recycled plant materials. In years past, proceeds from recycled materials was revenue for the plant.

These activities lead to the success of our 2015 campaign. Even with these challenges, our employees pulled together and supported United Way of Stanly County and our community. To continue to be the number one supporter of the United Way of Stanly County, our plant is committed to do whatever it takes to keep our campaign successful.

Local corporate numbers are reported below unless indicated as statewide

Year	Total Employee Giving Amount	Percent Change	Total No. of Full-time Employees	Employee Per Capita	Percent Change
2015	\$61,372.61	+22.89%	454	\$135.18	+26.40 %
2014	\$49,940.99	-7.85%	467	\$106.94	-1.74 %
2013	\$54,198	28.77%	498	\$108.83	

Percentage change example: 2015 minus 2014 divided by 2014.

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.

Standard 7 – Participation Level

It is important that each employee have an opportunity to support their community through participation in the United Way campaign. How does the company make an effort to ensure all employees have an opportunity to participate? (List specific items) Does the company provide a new hires program to provide employees an immediate opportunity to give? (List specific initiatives) Describe any outreach efforts for retirees to give back to the community through United Way participation. Complete the **employee giving** and participation table below (Donors, not responders). **Up to 10 points***

To start our campaign, there are many kick-off meetings where every single employee is encouraged to attend during working time. Each meeting has the United Way Director attending to speak, along with a guest speaker from one of the many agencies supported by the United Way. Every employee who turns in a contribution form before leaving the meeting is entered into a drawing for a \$25 gift card. There was a different drawing for each meeting, to increase the chances of winning.

When new hires begin with Michelin, they enter a new hire orientation that ranges from five to seven days depending upon the number of employees starting with the company. The United Way Director attends the new hire orientation to familiarize employees with the United Way and its agencies. We introduce our United Way Campaign to employees at this time and give the employees the opportunity to ask questions.

We focus a lot of effort in making sure every employee has not just the opportunity to give, but to also understand the United Way and how they help our community. One way we do this is by taking employees on tours of multiple agencies, where we bring them to the agency so that they can see where their money will be going. These employees are then asked to speak with their peers on their experience at the different agencies. We have gotten some very positive feedback from everyone involved in these tours. This past year we were able to take two groups of employees to see multiple agencies. These tours impact the employees' enthusiasm and increase their willingness to commit to fair share giving.

To further educate the employees, the committee provided United Way program in common areas so that all employees have access to the information they need.

In order to raise awareness and add some fun to the campaign, we created a Spirit Week. This is a week where every day, there is a different activity or event where everyone can participate. For example: 80's day, where people dress like back in the 80's; Michelin Day, where everyone wears something with the Michelin brand on it, and LIVE UNITED day, where everyone wears their "LIVE UNITED" shirts.

The steering committee is always thinking of new ways to increase our participation levels. We feel that the more people that understand the United Way and how they help the community, the more our employees will be willing to give.

Local corporate numbers are reported below unless indicated as statewide

Year	Total Number of Employees	Percent Change	Total Number of Givers	Percent Change	Percent Participation
2015	454	-2.78%	267	+14.10%	+208%
2014	467	-6.22%	234	-13.01%	50.11%
2013	498		269		54.02%%

Employee % change - 2015 number of employees minus 2014 number of employees divided by 2014 number

Givers % Change - 2015 number of givers minus 2014 number of givers divided by the 2014 number