2012 Campaign Report

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Introduction

Mile High United Way organized and executed the 2012 DECC under contract with the City and County of Denver. This report is intended to summarize the results and measures taken in fulfillment of this contract for the 2012 calendar year. For the purposes of this report the following acronyms will be used:

CUE Coordinating/Umbrella Entity, known more commonly as a "Federation," is responsible for representing its member nonprofits for the purposes of a combined campaign. This may include, but is not limited to communication from campaign manager, speaker scheduling, appearance scheduling, financial reporting, and donor communication. Federation partners are local federations that have previously participated in in the Denver Employees Combined Campaigns:

- Black United Fund of Colorado
- Caring Connection
- Community Health Charities of Colorado
- Community Shares of Colorado
- EarthShare
- Habitat for Humanity of Colorado
- Local Independent Charities of America
- Mile High United Way
- Neighbor to Nation

POR Participating Organization/Nonprofit Entity, also referred to as agency or nonprofit, are the recipients of donor contributions given through the DECC. Some are members of local federations listed above.

CSO City Service Organization is affiliated with the City of Denver employees or departments that may be a nonprofit organization or have a CUE as a fiscal agent.

In September of 2011, the DECC Committee issued a Request for Proposals to local federations to manage and execute the 2012 DECC. After submitting its proposal, Mile High United Way was awarded a three-year contract (with an optional additional two-years) to manage the DECC in November of 2011.

Entering the 2012 campaign, after a very successful 2011 campaign, little had changed in fiscal terms for City of Denver employees. Furlough days were maintained and contributions to health and retirement were static. Nonetheless, the presence of a consuming federal election and several local initiatives proved to be large distractions from the 2012 DECC. Goals for the completion of the campaign were solicited from city agency heads and amounted to $500,421, a sum of every department and agencies' own goals. In an effort to meet and exceed the dollar and participation goals set, the DECC introduced an online survey to better cater to employees' charitable preferences and instituted a new online giving tool all City employees could access on both personal and work computers.

2012 Campaign Summary

- **$416,698 Total pledges:** Down from $498,913 in 2011 and $440,827 in 2010
- **83.3% of $500,421 Goal:** Down from 110.8% of goal in 2011 and 95.8% of goal in 2010
- **1638 Total Donors:** Down from 2544 in 2011 and 2154 in 2010
- **9.5% Participation:** Down from 15.2% in 2011 and 12.9% in 2010
- **$260.76** Average Gift: Up From $196.11 in 2011 and $204.66 in 2010

- **15% Administrative Cost:** Down from 16.8% in 2011 and 19.5% in 2010

Payment Type	2012 Campaign	2011 Campaign	2010 Campaign
Payroll Deduction	80.5% (1319)	93.2%	88.0%
Checks	9.6% (157)	4.6%	8.0%
Credit Cards	5.7% (93)	5.7%	1.0%
Cash	4.2% (69)	0.5%	3.0%

Contribution Type	2012 Campaign
Online	56.2% (920)
Paper	43.8% (718)

A total of 57 City agencies (with Safe City appearing under the Office of Safety) and semi-autonomous organizations representing 17,188 employees participated in the 2012 campaign. This is an increase of 3.0% over the number of employees (16,695) that participated in the 2011 campaign. Of these accounts:

- 11 or 19.3% exceeded their participation goal, down from 33 or 60% in 2011
- 15 or 26.3% exceeded their dollar goal, down from 34 or 62% in 2011
- 10 or 17.5% exceeded both their participation and dollar goal, down from 27 or 49% in 2011

2012 DECC Committee

The DECC Committee is tasked with strategic direction and oversight of the management of the DECC. In 2012, the Committee consisted of eight members. The following were members of the DECC Committee at the end of the 2012 Campaign:

Beth Machann	Chair – Office of the Controller
Karen Brennan	Public Works
Annie Christensen	Denver International Airport, Aviation
Diane Lapierre	Denver Public Library
Juan Marsh	Department of Parks and Recreation
Valarie Nealey	Denver Water
Shaun Sullivan	City Attorney's Office
James Williamson	General Services

2012 DECC Staff

Jon Mohr, DECC Coordinator, was the Mile High United Way staff member assigned to direct and execute the 2012 DECC. Jennifer Stokes, Vice President of Donor Relations, provided financial oversight. Stacy Vega, Director of Campaign Finance, provided day to day support in the transferring of remittances from City agencies to CUEs and PORs. Kathie Wiederspan, eWay Coordinator, operated the online giving tool.

2012 Campaign Co-Chairs

Kelly Duffy, Manager in Public Works – Street Maintenance, and Cary Kennedy, Chief Financial Officer, served as the 2012 DECC Co-Chairs. Both Kelly and Cary were active in the success of the 2012 campaign. Kelly expertly reached out and supported employees in Public Works to invest in the

community through the DECC. Cary spoke with members of the Mayor's cabinet and communicated with the Mayor's appointees, encouraging them to be active supporters of the campaign in their respective departments. Both Co-Chairs were present and spoke at the Celebratory Breakfast on January 26, 2013.

Changes and Accomplishments in 2012 Campaign

- Made all remittances from the City of Denver and semi-autonomous organizations (to the DECC) electronic, including remittances sent to all CUEs and PORs, to reduce administrative costs
- Opened campaign to include all 501(c)3s across the country
- Introduced online giving tool in an effort to reduce campaign's paper usage
- Appeared at Greenprint Denver's Earth Day event and Denver Employees Volunteer Opportunities's (DEVO) volunteer event
- Reached agreement with Denver Water and Water for People to exclusively hold the DECC, instead of concurrently run campaigns as had been done in previous years
- Featured agencies in DECC communications to create a more intimate relationship with local nonprofits and City employees
- Produced and surveyed City employees to gauge interests, needs, and wants in relation to charitable giving
- Suggested $2 minimum donation per paycheck, up from previous $1 minimum per paycheck

2012 DECC Survey

On May 3, 2012, a link was sent out to all City employees and employees of semi-autonomous organizations to complete a survey to learn more about the passions, preferences, and motivations of DECC donors. The survey captured a wide swath of respondents:

- Total Started Survey: 669
- Total Finished Survey: 615
- Average time with the City: 11.6 years
- Percentage of male respondents: 32.1%
- Percentage of female respondents: 64.9%
- Percentage of respondents earning between $25,000 and $75,000: 70.0%
- Five most represented agencies in survey:
    - Denver Public Library
    - DIA
    - Denver Housing Authority
    - Denver Water
    - Finance - Controller

Survey Highlights:

- Of the respondents, 40% of the people did not contribute last year, but had in previous years. Donor attrition is largely due to finance, but also the unavailability of nonprofits, loss of interest, and giving outside of the DECC.
- 25% of respondents indicated they would not be giving through the DECC in 2012, however one-third of those individuals responded that the ability to donate to any 501(c)3 would make them more likely to contribute.
- 72% of respondents indicated they would prefer online giving.

- Donors born after 1981 showed to be much more cause-focused, with 100% of respondents indicating they gave to a nonprofit due to previous familiarity or because of the organization's specific service focus.

Campaign Theme and Marketing

Communications during the 2011 DECC utilized TEAM DECC's Starting Lineup, a collection of volunteers that expressed passion about a specific organization they support. The concept was created to emphasize person-to-person giving and through Lead Coordinator meetings, adoration of the Starting Lineup was consistently expressed. The opportunity for volunteers to advocate for their nonprofit and be the face of the campaign created a near-competitive opportunity for people to become involved in TEAM DECC. It also offered a connection with friends who were featured in the Starting Lineup. The 2012 DECC elected to build off of this success and recruited TEAM DECC members through Lead Coordinators to become involved. This year, nine individuals stepped forward and asked to become the faces of the Starting Lineup. They were asked to detail their support for a specific organization in an attempt to encourage others to support the causes they most cared about through the DECC.

Members of TEAM DECC were included alongside the week's "Featured Organizations" in the "DECC Weekly Update" sent out every Wednesday. "Featured Organizations" were developed due to the DECC's survey results that indicated employees were more likely to support organizations that they were familiar with or the organizations that shared a passion of the employees, the DECC Committee elected to feature eight organizations in weekly updates. These organizations were voted upon by the DECC Committee and sent to City employees and employees of the semi-autonomous organizations.

Weekly updates featured the following members of TEAM DECC and "Featured Organizations" through nine weeks of the campaign:

Week	Date	TEAM DECC Member	TEAM DECC Nonprofit	Featured Organization
1	Sept 19	Cat Gutierrez	Mile High United Way	Denver Street School
2	Sept 26	Becky DeLio	GLBT Community Center of Colorado	Water for People
3	Oct 3	Janet Burgesser	Hospice of Saint John	Rape Assistance and Awareness Program
4	Oct 10	Justin Jacques	DEEP	Phamaly
5	Oct 17	Melanie Lewis Dickerson	Denver's Road Home	The Nature Conservancy
6	Oct 24	Selena Shank	Colorado I Have a Dream Foundation	Anchor Center for Blind Children
7	Oct 31	Marilyn Tucker	The Salvation Army	The Gathering Place
8	Nov 7	James Williamson	National Sports Center for the Disabled	DEEP
9	Nov 14	Susan Judah	Colorado SIDS Program / Angel Eyes	All Featured Organizations

Donor Communication Changes

Removed from the 2012 campaign:

- TEAM DECC cards were not brought back to the 2012 campaign due to a lack of use and interest indicated in the 2012 DECC Survey.

- Sending weekly department updates to all individual Lead Coordinators; instead Lead Coordinators were given real-time access to results.
- Brochures were altered to only list CSOs and Featured Organizations. A supplementary list containing nonprofit members of local federations was included. This was intended to support donors' ability to give to any 501(c)3.

Remained the same through 2012 campaign:

- TEAM DECC was maintained due to interest expressed through Lead Coordinator meetings and 2012 DECC Survey.
- 12 Days of DECC online auction was again held and raised an additional $1,400 for the campaign. Funds were designated at the request of the donor (if the donor did not express a requested designated, the amount was split evenly among CSOs). The auction was held from December 3 to December 14.

Added to the 2012 campaign were:

- "Featured Organizations" were added to weekly correspondence per results of 2012 DECC Survey.

<u>Trainings and Gatherings</u>

Lead Coordinator Training on Tuesday, August 14: The 2012 Campaign training was held earlier than the 2011 training. The training was largely a first introduction between the 46 Lead Coordinators in attendance and the new DECC Manager. Lunch was catered by Quizno's through a generous sponsorship by Denver Community Credit Union. The agenda was split into two parts. The initial period focused on campaign basics- the basic nuts and bolts of a charitable giving campaign. The second period focused on explaining the changes in the campaign and included a video tutorial and demonstration of the DECC Online Giving Tool.

DECC Kickoff Event, Nonprofit Fair on Monday, September 10: Forty-eight nonprofits attended the DECC Kickoff Event located in the atrium of the Webb Building. The kickoff was well-attended by employees, Lead Coordinators, and people with business in the Webb Building. There was some miscommunication from the Mayor's Office which resulted in an announcement of the DECC Kickoff not being made until several days after the event.

DHS Nonprofit Fair on Wednesday, October 3: Fifteen human service-oriented nonprofit oragnizations attended the fair. The 2012 DECC Featured Organizations were also in attendance.

DIA Nonprofit Fair on Wednesday, October 17: Sixteen nonprofits, including the 2012 DECC Featured Organizations, attended DIA's nonprofit fair.

Denver Water Harvest Fair on Thursday, October 25: Denver Water's Harvest Fair was very well-attended and the Denver Water Lead Coordinator did a great job of accepting paper pledge forms during the fair, immediately boosting numbers.

Celebration Breakfast on Wednesday, January 23: Nearly fifty Lead Coordinators, committee members, and guests attended the Celebration Breakfast to celebrate a successful 2012 campaign. Co-Chairs, Cary Kennedy and Kelly Duffy, addressed the group thanking them for the time and money they gave to the campaign and what the DECC means to them. Cary also read a

mayoral proclamation issued to celebrate the year's campaign. The final totals from the campaign were unveiled and each Lead Coordinator received a plaque thanking them for their service and a copy of the proclamation.

Message from DECC Campaign Manager

"The 2012 DECC was a campaign going through transformation as it adjusted from a change in management and an introduction of a wholly new type of giving. Employees and Lead Coordinators responded spectacularly. Many challenged their colleagues to invest in the community through a variety of innovative activities. It is because of these individuals that the campaign raised over 83% of its goal, contributing over $415,000 to the people of our community. While we did not exceed our goal, the campaign showed the support and belief City of Denver employees have in creating positive change in our neighborhoods. Changes to next year's campaign will focus on consolidating successes, eliminating elements that detracted from the campaign, and the development of a clearer position of the campaign in the City's charitable giving practices." - Jon Mohr, DECC Coordinator

Recommendations for the 2013 Campaign

1. Utilize Co-Chairs as advocates and campaigners among the mayoral appointees and senior management. These individuals can do a great job of motivating more senior figures to get behind the campaign and support Lead Coordinators and their agendas.
2. Centralize DECC as the charitable giving function for all giving in the City. Many charitable events happen through the year and it would be advantageous for the campaign to associate the DECC with all charitable donations.
3. Develop a communication plan with the Mayor's Office to support the campaign's interaction with City employees.
4. Do away with the online auction and instead solicit gifts from local companies and businesses as incentives for Lead Coordinators to use.
5. Conduct focus groups, communicate with federations, and ask City employees how to recalibrate the DECC online giving tool to make it easier and better promote giving.
6. Promote the use of POR speakers to a greater degree.
7. Develop more comprehensive system of paper pledge form processing with the City of Denver's payroll office.

2012 DECC Totals							
DECC Account Names	2012 Campaign Chair	Total Empl.	2012 Pledges	Participation Goal	Participation Actual	Pledges Goal	Pledges % of
Arts and Venues	Selena Shank	56	**$4,068.00**	30.0%	30.4%	$ 3,500.00	116.2%
Auditor's Office	Tammy Phillips	39	**$1,694.00**	40.0%	30.8%	$ 4,000.00	42.4%
Aviation (DIA)	Annie Christensen	1181	**$30,630.00**	15.0%	8.8%	$ 32,000.00	95.7%
Board of Adjustment and Zoning	Janice Tilden	3	**$240.00**	100.0%	33.3%	$ 850.00	28.2%
Career Service Authority	Meredith Crème	94	**$17,653.00**	45.0%	45.7%	$ 15,000.00	117.7%
City Attorney	Lori Kendrick	172	**$18,244.00**	50.0%	27.9%	$ 22,700.00	80.4%
City Council	Kelly Velez	37	**$10,067.50**	80.0%	129.7%	$ 7,000.00	143.8%
Civil Service Commission	Karen Harmon	9	**$1,440.00**	50.0%	22.2%	$ 1,200.00	120.0%
Clerk & Recorder/Elections	Tracy Steers	47	**$1,471.00**	70.0%	25.5%	$ 2,000.00	73.6%
Communications Center (911 Call Center)	Leslie Chatham Donna Trujillo Brian Blick	120	**$3,564.75**	9.0%	18.3%	$ 3,000.00	118.8%
Community Planning and Development	Janice Cornell	159	**$6,170.00**	28.0%	15.1%	$ 6,800.00	90.7%
County Courts	Diane Allen	234	**$11,898.00**	35.0%	15.0%	$ 13,500.00	88.1%
Denver Art Museum	-		**$1,320.00**	-	-	-	-
Denver Community Credit Union	Helen Gibson	75	**$2,425.00**	30.0%	18.7%	$ 3,500.00	69.3%
Denver Health	Robin Engleberg	5680	**$3,264.00**	4.0%	0.1%	$ 45,000.00	7.3%
Denver Housing Authority	Angela Fletcher	239	**$10,967.00**	32.0%	20.5%	$ 16,500.00	66.5%
Denver Museum of Nature & Science	Sarah Akins	285	**$888.00**	4.0%	1.8%	$ 2,500.00	35.5%
Denver Public Library	Rachelle Naishtut	375	**$30,387.92**	72.0%	60.0%	$ 35,000.00	86.8%
Denver Urban Renewal Authority	Taryn Lewis	18	**$3,615.20**	65.0%	50.0%	$ 5,500.00	65.7%
Denver Water	Valarie Nealey	1170	**$53,914.92**	10.0%	11.4%	$ 33,000.00	163.4%
Denver Employees' Retirement Plan	Claudia Eurioste	22	**$4,404.00**	68.0%	90.9%	$ 3,500.00	125.8%
District Attorney	Ann Padilla	204	**$7,742.00**	40.0%	19.6%	$ 5,000.00	154.8%
Department of Finance - Assessor	Cindy Lombardi	60	**$5,460.00**	37.0%	35.0%	$ 5,500.00	99.3%
Department of Finance - Budget	Milton Cherry	22	**$2,081.00**	55.0%	36.4%	$ 2,900.00	71.8%
Department of Finance - Controller	Tyson Martens	85	**$8,367.00**	58.0%	31.8%	$ 9,300.00	90.0%
Department of Finance - CFO	Rachel Mares	12	**$1,692.00**	30.0%	41.7%	$ 2,000.00	84.6%

Department of Finance - Risk Management		19	**$1,859.00**	74.0%	47.4%	$ 1,550.00	119.9%
Department of Finance - Motor Vehicles	Chris Bradshaw	52	**$2,450.00**	90.0%	34.6%	$ 5,000.00	49.0%
Department of Finance - Treasury	Jan Meddling	109	**$9,730.52**	70.0%	26.6%	$ 13,000.00	74.9%
Environmental Health	Karen Jazowski Katie Paulson Rose Maes Lorraine Pacheco Janet Bergesser	168	**$15,267.70**	50.0%	37.5%	$ 14,475.00	105.5%
Excise & License	Brandan Slattery	19	**$920.00**	60.0%	15.8%	$ 500.00	184.0%
Fire Department	Tim Sipe	937	**$23,964.16**	23.0%	13.7%	$ 28,000.00	85.6%
General Services - Facilities Management / Administration / Central Services	Terrie Gathron	102	**$3,437.00**	50.0%	19.6%	$ 4,500.00	76.4%
General Services - Purchasing Division	Jeffrey Amundson	24	**$3,072.00**	67.0%	16.7%	$ 3,300.00	93.1%
Human Rights & Community Relations	Loretta Martinez	12	**$2,472.00**	100.0%	50.0%	$ 3,000.00	82.4%
Human Services	Erika Reyes	940	**$8,882.00**	20.0%	3.4%	$ 22,560.00	39.4%
Mayor's Office	Rachel Chaparro LaTonya Lacy	28	**$10,257.00**	50.0%	103.6%	$ 7,000.00	146.5%
Mayor's Office of Education and Children (MOEC)	Susan Gallo	17	**$1,593.00**	100.0%	82.4%	$ 4,000.00	39.8%
Mayor's Office of Emergency Management	Diane Simmons	12	**$3,480.00**	67.0%	33.3%	$ 2,500.00	139.2%
Office of Economic Development (OED)	Patsy Medina	250	**$2,904.00**	8.0%	3.6%	$ 4,464.00	65.1%
Office of Employee Assistance	Chris Weimer	5	**$600.00**	100.0%	80.0%	$ 720.00	83.3%
Parks and Recreation	Arthur Gilkison	420	**$6,348.00**	12.0%	5.0%	$ 8,000.00	79.4%
Police Department	Sharon Sekerak	1600	**$27,082.00**	50.0%	4.1%	$ 42,000.00	64.5%
Public Works - Fin. & Admin.							
Public Works - Manager's Office	JoAnn Phillips	45	**$2,650.00**	40.0%	48.9%	$ 5,200.00	51.0%
Public Works - Fleet Maintenance	Dolores Gallegos	97	**$420.00**	15.0%	2.1%	$ 2,500.00	16.8%
Public Works - Right of Way Enforcement & Permit Operations	Cristy Cress Rachel Reyes-Walsh	108	**$1,275.84**	15.0%	12.0%	$ 1,400.00	91.1%
Public Works - Solid Waste Management	Darlene Ortiz	162	**$1,008.00**	22.0%	2.5%	$ 2,752.00	36.6%
Public Works - Street Maintenance	Alyssa Arrington	180	**$8,908.00**	50.0%	31.7%	$ 8,500.00	104.8%
Public Works -	Jilliane Saiya	106	**$3,592.00**	17.0%	9.4%	$ 6,000.00	59.9%

Transportation/Engineering	Janis Decker						
Public Works - Wastewater Management	Karen Brennan	171	**$2,496.00**	10.0%	4.7%	$ 2,000.00	124.8%
Safety and Safe City	Ruth Hansen	71	**$6,881.30**	50.0%	45.1%	$ 6,750.00	101.9%
Sheriff's Department	Melissa Ortega	930	**$6,077.00**	9.0%	3.8%	$ 10,000.00	60.8%
Technology Services	Gina Tenorio	206	**$8,585.00**	35.0%	16.5%	$ 10,000.00	85.9%
Other			**$1,920.00**				
Colorado Fire Donations			**$275.00**				Percentage of City Employees
Retiree			**$3,206.00**				
DECC Auction	DECC Auction		**$1,417.00**				
Totals		**17188**	**$416,697.81**			**$ 500,421.00**	**9.4%**

25-Year DECC Totals

Year	Goal	$ Pledged	# Employees	% Participation	Avg.Gift	Campaign Co-chairs
1988	$300,000	$281,618	11,009	N/A	N/A	
1989	$330,000	$347,855	11,360	41.60%	$73.65	Steve Kern
1990	$360,000	$363,811	12,139	43.50%	$73.56	Tim Sandos
1991	$364,000	$377,021	12,592	38.50%	$77.72	Steve Hutt & Helen Gonzales
1992	$380,000	$384,452	12,439	39.40%	$78.41	Helen Gonzales & Karen Frost
1993	$390,000	$404,433	12,704	37.20%	$85.57	Karen Frost & Rick Delgado
1994	$405,000	$390,555	13,726	32.50%	$88.08	Rick Delgado & Rama Mallett
1995	$407,000	$376,512	13,315	29.80%	$94.89	Rama Mallett & Veletta Hopes
1996	$388,000	$409,805	13,443	32.9%	$92.65	Phil Hernandez & Peter Groff
1997	$415,000	$406,119	13,443	27.6%	$94.16	Phil Hernandez, Roman Garcia &
1998	$430,000	$418,605	14,826	30.0%	$94.39	Roman Garcia & Heather Coogan
1999	$435,500	$460,824	15,058	28.6%	$106.89	Heather Coogan & James Mejia
2000	$470,000	$488,185	15,647	26.4%	$119.21	Heather Coogan/James Mejia/Tom Mikagi
2001	$490,000	$553,088	16,018	26.1%	$132.60	Tom Mikagi & Rosemary Rodriguez
2002	$554,000	$545,566	16,611	24.1%	$136.18	Tom Mikagi & Tracy Howard
2003	$465,000	$481,049	16,683	20.9%	$138.27	Tracy Howard & Helen Gonzales
2004	$500,000	$571,702	16,048	21.0%	$169.89	Helen Gonzales & Mike Roque
2005	$565,000	$539,991	15,767	19.0%	$176.06	Mike Roque & Al LaCabe
2006	$515,908	$539,332	16,390	18.0%	$185.27	Mike Roque & Cheryl Cohen-Vader
2007	$550,000	$563,978	16,576	17.0%	$198.44	Mike Roque & Nancy Severson
2008	$564,000	$565,168	17,757	16.0%	$193.82	Kevin Patterson
2009	$530,331	$482,026	18,035	13.0%	$206.88	Kevin Patterson & Traci Keesee
2010	$460,000	$440,848	16,606	13.0%	$204.66	David Fine & Gary Wilson
2011	$450,000	$498,913	16,695	15.2%	$196.73	Gary Wilson & Kelly Duffy
2012	$500,421	$416,698	17,188	9.4%	$260.76	Kelly Duffy & Cary Kennedy
Averages		**$452,326.15**	**14,883**	**24.8%**	**$131.15**	
Totals		**$11,308,154**				