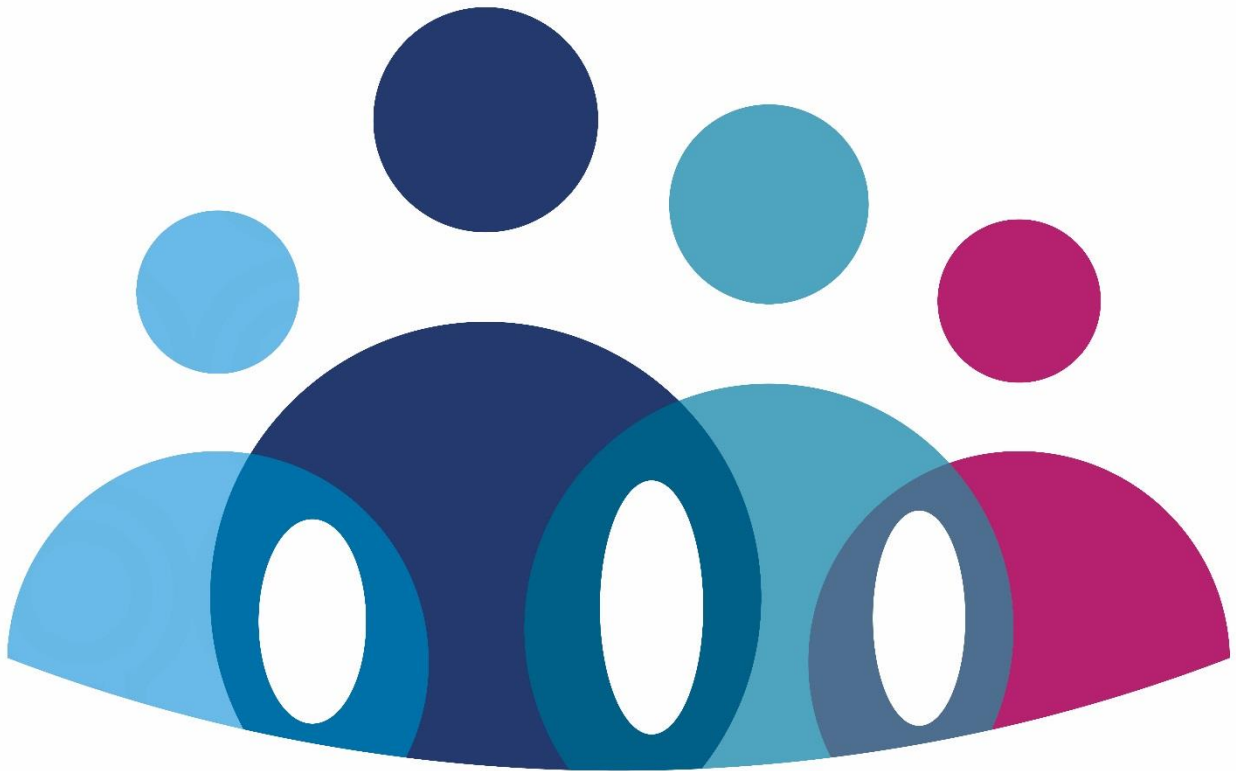


ECAP - 2017



Together
Changing Lives
Changing our Community

TRAINING MANUAL 2017-2018

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ECAP - 2017

WELCOME!

Thank you for joining the ECAP Team!

Not only are you providing a tremendous service to your coworkers, but your efforts will also make a difference in improving lives and building a stronger community. Pima County employees envision an economically strong, safe and healthy community where Southern Arizona residents can live and work. **Align the workplace campaign with the County's initiative to address poverty in our community.**

The Pima County ECAP Steering Committee and the United Way staff are ready to assist as needed. We look forward to working together and the success it will bring to our community. As an ECAP representative you are a key player in the effort to help thousands of people in our community. Last year, Pima County employees raised over \$356,000 for local agencies in Pima County.

TWO WAYS TO PLEDGE - ONLINE OR PAPER – As part of Pima County's ongoing effort to encourage sustainable practices that promote sound resource conservation and stewardship. Pima County strives to integrate sustainable decision making into all facets of its operation and to achieve a triple bottom line of benefits, enhancing the environment, economy and quality of life for its citizens. The paper pledge forms will be available on the website.

The advantages of these two changes in the current campaign are:







- Eliminate the paper that is required to print pledge forms and the campaign book.
- Effectively reach all County employees. Many employees are not reached by the current campaign process due to varying work schedules and geographical dispersion of the workforce. By linking the donation page to the ADP website and including information about the campaign, all employees will have the ability to make informed decisions regarding their donations.
- Align the donations with the County's and our desire to impact poverty in our region. The County and their community partners can determine how funds will be allocated to make the greatest impact.
- Inform employees of the Arizona Charitable Tax Credit and the ability to donate without an impact on their budget. **This year's tax credit has been increased to \$400.00 individual and \$800.00 filing jointly.**
- Continue to allow employees to donate to the agencies of their choice.
- Customize the message to the County workforce with their own webpage.
- Reduce the data processing errors inherent in processing paper pledge forms.
- Reduce the administrative effort required by County staff to manage paper pledge forms.

This guide provides the information and resources needed to plan and carry out a successful campaign. Your steering committee has included best practices, five steps to a successful "ask" and campaign ideas to make it fun. And to ensure this campaign is a success. You can also call upon the Pima County ECAP Steering Committee and the United Way staff listed on page 20 to help you with every phase of the campaign.

The ECAP experience is both professionally and personally rewarding. Good luck with your campaign. We are confident that you can make this your department's most successful ECAP campaign yet.

ECAP - 2017

HIGHLIGHTS FOR THIS YEAR'S CAMPAIGN

-  Ending Poverty NOW initiative
-  Partner with United Way of Tucson and Southern Arizona to align the County's Employee Combined Appeal Campaign with the initiative to address poverty and educate County employees about the poverty initiative.
-  Electronic pledge forms
-  Agency guide is now online
-  New campaign URL
-  Great incentives to go E!

Last year, Pima County Employees donated or pledged more than \$350,412 through ECAP. Pima County employees have the collective power to achieve meaningful change.

The Pima County Economic Development Plan 2015-2017 in Ending Poverty in Pima County state residents with incomes below the poverty level rose from 14.7 percent to 19.2 percent between 2012 and 2013. As of 2013, one of every four people in the City of Tucson, and one of every three children, is living below the poverty level.

Ending Poverty Now

Last year, the County established the Ending Poverty Now Fund. 100% of your donation to this fund will be used to support the County's local partner organizations that work to increase self-sufficiency for hard-working individuals and families throughout Southern Arizona. Funding will be used to provide affordable housing, emergency food assistance, health and medical services and workforce development skills to break the cycle of poverty in our community.

Pima County called on every segment of the community to participate and Pima County asked for your support through your participation in the annual Employees Combined Appeal Program (ECAP) that begins Thursday, September 14, 2017. Last year's campaign generated more than \$356,000.00 in support for individual and their families.

Further, their donation to the End Poverty Now Fund is eligible for the Arizona Charitable Organization tax credit.

What is the Arizona Charitable Organization Tax Credit?

This year, your donation can result in a tax credit on your Arizona tax return that may reduce your personal Arizona income tax liability by up to \$800 on a married taxpayer return and \$400 for an individual filing as a single taxpayer. You will receive a letter from United Way certifying that your contribution is eligible for the tax credit when you donate to the Ending Poverty Now Fund.

Through ECAP, County employees can work with the County and United Way of Tucson and Southern Arizona to eliminate poverty by ensuring that every child lives in a stable family environment where the promise of economic mobility is a reality.

ECAP RELIES ON YOU!

Thank you for volunteering to be an ECAP coordinator or solicitor. This year Pima County is implementing electronic pledge forms and agency guides, so your help is needed more than ever. A bi monthly E pledge report will be sent to the Coordinators from the ECAP steering committee for participation tracking for awards.

Electronic versus Paper

- ▶ **With online pledge forms**, employees can donate confidentially electronically on their own when convenient and your pledge will reach the right people, right away, without manual intervention.
- ▶ **Process automation** – Process automation is the intelligent management and routing of information through ADP, your payroll system. This process has been tested and retested to assure a faultless transition.
- ▶ **Digital Data Collection and Output** – Using web-based form technology to collect information not only speeds up the process, but improves data quality. Digitally collected data is more reliable and means access to better information, faster results and lower costs because preprinted forms and data entry can be eliminated. In addition, the data can be integrated with back-end applications, and all criteria for awards and documents can be generated from applications automatically, eliminating manual processing.
- ▶ **Meet custom requirements for year-end awards** –Electronic document management systems and e-forms solutions allow PCAP to create personalized electronic or paper-based forms and reports to fit Pima County formats. Weekly E-reports for online tracking helps track participation rates more accurately.
- ▶ **Regulatory compliance** – These days, regulations such as HIPAA and SOX require companies to take documented measures to maintain data confidentiality and integrity. Paper-based systems make tracking and managing data more difficult and expensive than electronic-based systems. Electronic document management systems can provide an audit trail of when documents are received or sent. Built-in security prevents unauthorized access, maintaining data confidentiality.

Introducing ECAP's New Vanity URL www.PimaECAP.org

Pima County ECAP Agency guide and training manual are now **online!**

Find information quickly - Electronic documents are easier to find because they can be indexed using keys like date, document type or other user-defined criteria. Your training manual and agency guide has full-text searching, making it simple and quick to find information.

ECAP Campaign Paper Pledge form



Please complete investor information below or online at UnitedWayTucson.org/ECAP

Name (please print): _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: (____) _____ Email: _____

Employee ID Number: _____ Department: _____

WOULD YOU LIKE TO RECEIVE NEWS AND UPDATES FROM UNITED WAY? Yes No

INVEST IN PIMA COUNTY'S ENDING POVERTY NOW FUND OR DESIGNATE TO A 501(C)3 AGENCY OF YOUR CHOICE

By investing in the Ending Poverty Now Fund, you provide the means to increase self-sufficiency, and you could receive an Arizona State tax credit of up to \$400. Contact a qualified tax professional for advice.

DESTINATION	ONE TIME GIFT AMOUNT	OR	AMOUNT PER PAY PERIOD
INVEST IN PIMA COUNTY'S ENDING POVERTY NOW FUND			

MAY WE SHARE YOUR IDENTITY WITH THE CHARITIES TO WHICH YOU HAVE CONTRIBUTED? Yes No

I SUPPORT PIMA COUNTY'S GREEN INITIATIVE - AN EMAIL RECEIPT IS SUFFICIENT Yes No

Signature: _____ Date: _____

Thank you!

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What is ECAP?

The Employees Combined Appeal Program (ECAP) is the single solicitation effort at the work site, which provides financial support for over 275 charities in our community.

ECAP works by:

1. Your money is well spent – **100%** of your donation goes to the agency of your choice.
2. ECAP is cost effective and easy by utilizing payroll deduction.
3. You choose which agency your donations go to (an agency list is available online for review).

ECAP contributing means:

1. Helping people who really need help.
2. ECAP makes sure your donation helps right here in your community.

ECAP Campaign Goals

1. Build a better community!
2. Increase participation.
3. Increase average contribution.
4. Increase the use of payroll deduction.
5. Increase the number of presentations to educate employees about agency services available to them.

Fund-Raising Model

- ✚ Assign department coordinators and solicitors.
- ✚ Plan your strategy.
- ✚ Create a memo outlining new format of electronic pledge forms.
- ✚ Put the fun in fundraising
- ✚ Recruit motivated team players.
- ✚ Carry out your strategy
- ✚ Encourage your coworkers to contribute
- ✚ Look for verbiage that certain departments go online at the same time
- ✚ Thank your coworkers!

You are the visible link between your co-workers and those who need help in our community!







Coordinator's Job Duties:

- ✚ Recruit Solicitors
- ✚ Schedule ECAP presentations
- ✚ If employees want paper pledge forms they can be printed via the website
- ✚ View E pledge weekly reports from the Steering committee for participation determination.
- ✚ Collect ECAP pledge forms from solicitors
- ✚ Tabulate and verify totals on envelopes
- ✚ **Return completed ECAP forms to:**




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Barbara Denny at DEQ – Department of Environmental Quality
33 North Stone Avenue #700
Tucson, AZ. 85701
(520) 724-7400

Solicitor's Job Duties:

-  Meet with coordinator
-  Schedule presentations
-  If employees want paper pledge forms they can be printed via the website
-  Collect Pledge forms from employees
-  Tabulate and verify totals
-  **Return completed contribution envelope to ECAP Coordinator**





Expanded Duties of Solicitor's


-  Providing information to your coworkers allows them to make an informed decision about giving through ECAP.
-  Lead, instruct, and motivate your coworkers!
-  Make sure everyone has the opportunity to attend a presentation.

**Complete the campaign within
the allotted time frame**


Plan Your Strategy

Things to implement for planning a successful campaign:

-  Educate yourself on the importance of the ECAP Campaign.
-  Conduct a campaign meeting for management advising them of campaign plans, goals and timeline.
-  Conduct ECAP coworker meetings and/or rallies and initiate one on one contact with coworkers.
-  Advertise day, date, and time of group meetings/rallies. Get commitments from attending employees.

-  Anticipate common objections and responses.
Responses to common objections:

“Too much money raised by ECAP goes for administrative costs”

-  **100%** of your pledge will go directly to the agency that you designate through ECAP.

ECAP - 2017

“Why should I help my department raise money when they can’t give me more money?”

✚ Remember, you aren’t contributing to your department but to your community.

“It is no one’s business how much I give. Besides, the giving guidelines are too high.”

✚ The guideline is just that, a guide. Using payroll deduction spreads your gift over a year.

“These agencies only help the poor.”

✚ Services help many people throughout all sectors of our community for the benefit of everyone.

✚ The agencies listed in the Agency Directory include youth programs, family counseling, day care, education and diagnostic programs, and drug & alcohol treatment programs.

✚ None of us know if tragedy will strike or when we’ll need help.

✚ We all benefit from living and working in a healthier, happier community.

Implement a Strong Recognition Program

✚ Distribute pledge forms, agency directories and incentives at presentations.

✚ Answer any questions employees may have.

✚ Encourage immediate completion of the pledge form.

Every good campaign begins with a letter or memo sent to all employees from their director or manager.

Here is a testimonial from the Pima County Administrator on his commitment to this cause:

“I was born and raised in Tucson, and in that time this community has grown by leaps and bounds, and it is expected to continue in that vein. In order to meet the needs of our community, we as individuals and as a group must recognize the needs of our fellow citizens. ECAP is just one of the instruments Pima County has used in order to provide our fellow citizens with that much needed help. For nearly 30 years ECAP has played a major role in helping this community and I consider ECAP to be one of the most important resources we as Pima County employees have to offer. Therefore, it is my hope that all Pima County employees are provided the opportunity to make a difference. This difference can only be made by providing the resources, support, and guidance needed to show each individual that they can and do make a difference.”

**Chuck Huckelberry
County Administrator**

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Create a Letter or Memo from your Director or Manager in Support of ECAP.

Below is a sample letter for your convenience in helping your director or manager to draft his/her own letter (or memo) supporting the ECAP Campaign.

Dear Fellow Employees:










I invite you to share in this department's commitment to our community by contributing to local charities through ECAP (Employees Combined Appeal Program). ECAP is an efficient, effective and convenient way of meeting a variety of (health and charitable human care) service needs. When contributing through ECAP, you may choose exactly which agencies receive your gift. Your continued strong support of ECAP organizations is greatly appreciated by all of those in our community who need and provide these services. Last year, the generosity of **1,991** of Pima County employees provided over **\$356,000** to local agencies through ECAP.

Our department campaign runs from September 14 to December 9, 2017. Please support our ECAP solicitors (**name**) and (**name**) with your full participation at the meeting scheduled for (**day, date, time**). Take time to make an informed choice about contributing through this worthwhile program.

We appreciate your generosity and encourage you to use payroll deduction as the easiest way to ensure that vital programs and services remain available to you, your family and neighbors throughout the year.

Thank you.

Other ways to encourage giving

-  Carry out *your* campaign strategy.
-  Talk to your co-workers one-on-one
-  Organize presentations for your co-workers. You can ask the ECAP steering committee or United Way for assistance. You can also share the ECAP video.
-  Email co-workers and tell them why you participate and/or how ECAP helps.
-  Set goals for your department.
-  Arrange a friendly competition with another department.
-  Don't forget to remind them of the December 4 online deadline.
-  Remember, the Agency Directory is available at www.PimaECAP.org or www.pima.gov/ECAP
-  Have fun!

Campaign Ideas – Make It Fun!

Contests ideas – nothing wrong with a little friendly competition

Top Administrators or Department Heads

Ask your top administrators or department heads to challenge the employees to reach a specific fundraising goal. Once the goal is reached, host an event where the top administrators or department heads celebrate the success in a unique way – like shaving, working as receptionist for a half-day, cooking breakfast or washing cars for the department with the largest increase.

You've Got Talent / Not So Talented Talent Show

Find your company's hidden talent by hosting a talent show in your conference room at lunch or after work. Make sure that the executives are on board – and that they have some good acts!

Ready "Fore" Some Fun?

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Set up a portable putting green. Employees buy chances to hit a hole-in-one. Those who make a hole-in-one are eligible for prizes.

Wii Are Ready to Party

Have employees bring in their video game console and games. People can donate to play. Wii skiing and Rock Band are always good choices!

Door Decorating Contest:

Hold a door decorating contest to raise awareness of the United Way campaign. Employees can vote for their favorite by donating \$1. The winning decorators receive a complimentary pizza party.

Pumpkin Carving or Decorating Contest

Plan a Halloween theme and hold a pumpkin carving contest. Find a local business willing to donate pumpkins for your organization to sell to your employees. Employees buy pumpkins for their families, their staff or to use in the contest. Employees enter carved or decorated pumpkins individually or by group. Charge \$5 to enter and \$1 to vote. Award prizes in various categories. (Examples: best traditional pumpkin, most creative pumpkin, best effort by a group, best effort by an individual).

Food ideas – if you feed them, they will come

Popcorn Sales

Sell popcorn to employees. Who can resist the smell of fresh popcorn popping?

Lunchbox Auction

Have each participating employee pack a special lunch. Encourage him/her to be creative by making deluxe sandwiches or wraps. Include delicious treats like brownies or chocolate chip cookies. Auction before lunch.

Cake Walk

Have employees bake cakes and hold a cake walk for a fee.

Sucker for a Buck

Pay \$1 and get a sucker and a prize that goes with it (color code the bottom of the sucker; certain color, certain prize).

Walking Taco

Set up a cart with taco ingredients and have an employee push around during lunch time for people to purchase and make their own tacos. Or use a bag of Fritos and place meat and topping in the bag. Great for people that don't have a long lunch break.

Chili Cook-Off Contest

Employees cook their favorite recipe and enter it into a cook-off contest. A panel of "chili experts" selects the Official Chili Champion. Talk to a hotel representative about donating a weekend stay at their hotel for the winner.

Jump Rope Contest

Contestants pay \$5 entry fee. Observers pay \$1 to wager on who they think will last the longest jumping rope. The winner is the one who lasts the longest without error.

Just for fun – interactive events to break up the work day

Balloon Pop

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Employees donate prizes for this event – a variation of a traditional raffle. Before filling a balloon with helium, put a note inside with the name of the prize. Employees pay \$1-\$5 to buy a balloon and pop it to find out what prize they've won.

Employee Raffle

Ask employees to contribute something special for a raffle prize (Examples: homemade pies, lunch with a co-worker, prizes donated by vendors, car/dog wash, tickets to a sporting event, employee parking spot). Employees make contributions by accessing their electronic pledge forms. Employees using electronic pledge forms early receive three raffle tickets. Employees using electronic pledge forms after the "early" date, but before the Campaign's final event, receive one raffle ticket. Employees who make a certain dollar pledge receive two additional raffle tickets.

Sports Team Day

Have employee pay \$5 (your choice) to be able to wear their favorite sports team apparel.

Push Up Contest

Ever want to find out who the strongest person in the office is? Contestants pay \$5 entry fee. Observers pay \$1 to wager on who they think will do the most push-ups. The winner is the one that does the most push-ups.

Incentives

A large budget is not necessary for incentives – there are many free incentives you can offer to employees for participating in the campaign. These items can also be donated and used in silent auctions.

Ask that these items be donated by your organization, local vendors, retailers and/or restaurants. Give them away or raffle them off to encourage your co-workers to donate.

Passes for Jeans or Casual Day

Movie Tickets

Flip flops or short Day

Free Lunch Pass

Lunch with their Department head

Parking Space/Covered Parking

Pizza Party

Tickets to a sporting event

Use of someone's vacation home

Gift Cards

Find more information about how to run a successful ECAP at: www.UnitedWayTucson.org/ECL

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How to Make a Gift

Click on the link from your intranet page or go to www.PimaECAP.org

Step 1. I want my donation to help the following agencies: Step 1 should be completed along with the Agency Code, Agency Name, amount per pay period, and the annual contribution the employee wishes to make to the organization. Please see Agency Directory for Codes.

If the employee chooses an organization that does not appear in the Agency Directory use the 2nd set of boxes in Step 1.

If the employee does not designate to any particular agency, the donation will be divided equally among three community impact areas: children, families and seniors. The employee can choose a prelisted donation or write in an amount of their choice.

Step 2. Make Your Gift:

A.) The employee needs to write the total amount that will be deducted from each pay period.







B.) If the employee is making a one-time donation they need to mark Check, Cash or Payroll Deduction. Then enter the total amount of the one-time gift. All checks must be payable to ECAP.

The employee should write their total annual donation on the line provided.

Step 3. Please sign, date and return. Finally, forms must be signed and dated by the contributing employees.

*If there are any discrepancies, contact the employee and have the employee make the necessary corrections.

Ask employees if they have any questions

-  Ask the employees to go online or fill out the pledge form. Remind them of the department deadline for paper forms to be returned to you if not returned at a presentation.
-  If applicable, collect pledge forms after a presentation, if possible.
-  Conduct one-on-one meetings with employees that were not able to attend a meeting or presentation.
-  Thank participants.
-  Turn in all pledge forms to the coordinator.
-  Providing incentive gifts at presentations might encourage immediate completion of pledge form.

Collect, Review, Return Pledge Form


Please make sure each pledge form has been correctly completed. Each of the following sections should be completed depending on the type of contribution.


Reconciliation of Envelope

1. Pre-numbered envelopes are part of the audit trail. Return ALL envelopes, filled or unfilled.
2. Department name, i.e. Human Resources
3. Enter cost center/unit number, i.e. 2930305/1674.

*One per envelope, please.

4. Department/Division Coordinator, PLEASE PRINT
5. Solicitor, PLEASE PRINT
6. Sort pledge forms by method of contribution:
(Please no more than 50 pledges per envelope)
 - a. Payroll deduction: total number of givers using this method.
 - b. Total dollar amount given through payroll deduction.
 - c. Cash contributions: total number of givers using this method.
 - d. Total dollar amount of cash from pledge form.
 - e. Check contributions: total number of givers using this method.
 - f. Total dollar amount of checks from pledge forms.
(Note: Verify that checks have been made payable to ECAP).
 - g. Total number of givers
($a + c + e = g$)
 - h. Total amount of contributions
($b + d + f = h$)
7. Divide the pledge forms into three groups:
 - a. Payroll deduction pledge forms
 - b. Cash/Check/Money Order
 - c. No donation pledge forms

 Paper clip or rubber band the cash/check/money order pledge forms and corresponding contributions, and place inside the report envelope.

 Paper clip or rubber band the payroll deduction pledge forms, and place inside the report envelope.

8. Return signed and sealed envelope to your ECAP department coordinator.
9. Due date for envelopes is **December 9, 2017** to:

Barbara Denny, ECAP Chair

Department of Environmental Quality
33 North Stone Avenue #700
Tucson, AZ. 85701
(520) 724-7400

ECAP - 2017

Partial
Complete
Number of



PIMA COUNTY PIMA COUNTY ECAP

1

REPORT ENVELOPE

Dept. Division Names: 2 _____

3 Cost Center #: _____

Dept./Division Coordinator: 4 _____

5 Solicitor: _____

6	METHOD OF CONTRIBUTION	NUMBER OF GIVERS	AMOUNT
	Payroll Deduction	a	b
	Cash	c	d
	Check	e	f
	TOTALS	g	h

THIS BOX FOR UNITED WAY USE ONLY	
UW Account # _____	Cash: \$ _____
Batch: _____	Checks: \$ _____
Auditor's Initials: _____	Payroll Ded: \$ _____
Date Received: _____	<small>LEADERSHIP GIVING</small> Number of Givers _____ Total \$ _____

United Way of Tucson and Southern Arizona 330 N. Commerce Park Loop, Suite 200 Tucson, AZ 85754 903-9000

INIT/DATE
D.E. ____/____
D VER ____/____
POSTED ____/____

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Thank Your Coworkers!

It is important to thank those individuals contributing to ECAP. Letting them know just how much they are appreciated is a small gesture compared to the help their contribution will provide.

Here is a sample thank you letter:

Dear ECAP Donor:

Once again you have gone the extra mile for our community. Your donation through ECAP helped make Tucson a better place for everyone. Thank you for contributing to this year's ECAP Campaign.

Because of our continued support, local agencies will receive the ongoing help needed to provide vital health, family, and youth services for the neediest in greater Tucson. We cared enough to help one another and to meet the needs of those around us. Together we are building a better community.

Thanks again.

Sincerely,

Facts and Results

At **United Way of Tucson and Southern Arizona**, we transform individual lives and bring long-lasting, systemic change to our community by focusing on the key, underlying issues. We **fight for quality education, financial stability and healthy communities** for every person in **Tucson and Southern Arizona**. Our role as community convener enables us to form strategic partnerships, mobilize the best resources and be the catalyst for needed, positive change. Every dollar you invest in **United Way's Collective Impact Fund** has the **average impact of \$5**, used where the need is greatest, right here in **Southern Arizona**. Here are some examples.

Education

- 86,088 books given to families with tips for reading to their child at home to promote literacy skills
- Engaged 10,355 youth in quality after-school programs Developed new skills and competencies of 3,558 youth to better prepare for college, work or life

Every \$1 Donated = \$8.72 in other Early Education Support

Financial stability

- Helped 24,132 families become more financially stable and meet their basic needs
- 14,606 low-income working families received free tax preparation at VITA sites across the state

Every \$1 Donated = \$2.44 in other Family Financial Stability support

Health Communities

- 11,409 seniors were able to stay at home thanks to the help and support from quality community programs
- Guided 1,768 high risk families to increase positive parenting skills and prevent child abuse

Every \$1 Donated = \$5.18 in additional support for seniors

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Check List:

- Have you received your materials for the ECAP Campaign?
- Have you met with your supervisors to discuss needs and plans for the campaign?
- Have you composed an endorsement letter/memo from your supervisor which shows support for the ECAP campaign?
- Have you planned your strategy?
- Have you recruited and organized as many volunteers as needed to help cover all presentations and paperwork?
- Have you talked with your coordinators and solicitors and scheduled presentations?
- Have you publicized your campaign goal, plans and dates?
- Have you contacted everyone in your assigned area?
- Have you made arrangements to talk to employees who did not make it to one of the scheduled informational meetings?
- Have you collected pledge cards and prepared report envelope?
- Have you said, "THANK YOU."?
- Due date for envelopes is December 9, 2016

Mail to:

Barbara Denny, ECAP Chair
Department of Environmental Quality
33 North Stone Avenue #700
Tucson, AZ. 85701
(520) 724-7400

**If you have any questions, please call anyone listed on page 18.*

NOTES:

NOTES:

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Pima County ECAP Steering Committee

Name	Department	Phone
Barbara Denny, Chair	Environmental Quality	520-724-7400
Ray Velez, Vice Chair	Risk Management	520-724-4489
Margo Chavez, Secretary	Public Defender	520-724-6902
Bonnie Bazata	Community Service and Training	520-724-3704
Charlotte Watts	Kino Sports Complex	520-222-1043
Joanna Dinan	Natural Resources, Parks and Recreation	520-887-9786

United Way of Tucson and Southern Arizona

Bruce Ayers United Way Liaison 520-903-3901 /
bayers@unitedwaytucson.org