

## 2015 Spirit of North Carolina Campaigning for Excellence

Application Form <i>(www.unitedwaync.org)</i>			
Company/Organization Name		City of Greensboro and Guilford County	
Address	(City) 300 Washington Street (County) 301 West Market Street	City/State Greensboro	Zip 27401
Name of Person Completing this Application	Nasha McCray (City) Doug Logan (County)	Phone 336-378-6605	E-mail Ednasha.McCray@greensboro-nc.gov
Name of Sponsoring United Way	United Way of Greater Greensboro		Metro Size 1A
United Way Contact for Questions	Julia Howie	Phone 336-378-6605	E-mail Julia.Howie@unitedwaygso.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	
X <input type="checkbox"/>	1. Volunteer Culture
X <input type="checkbox"/>	2. Partnership with Community
X <input type="checkbox"/>	3. CEO/Senior Leadership and Involvement and Giving
X <input type="checkbox"/>	4. Corporate or Foundation Contributions & Other Non-traditional and In-kind Gifts
X <input type="checkbox"/>	5. Employee Campaign Coordination, Incentive and Recognition
X <input type="checkbox"/>	6. Overall Per Capita Gift
X <input type="checkbox"/>	7. Participation Level
<p><b>Heads up!</b></p> <p>Please <b>do not</b> 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

<b>Organization Employee Size</b>  <i>Check the appropriate box for this application submission.</i>	<b>Type of Organization</b>  <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 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:**

Tamarind N. Stewart

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**Email:**

Tamarind.stewart@unitedwaygso.org

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## **Organizational Overview**

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

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

Located in the Piedmont Triad region of North Carolina, Guilford County (507,000 pop.) and the City of Greensboro (280,000 pop.) have collaboratively worked together for more than six years to coordinate a combined City/County Employee Campaign. Through the collective efforts of this partnership, City and County employees have generously gifted over \$5 million since the mid 2000's.

#### **City of Greensboro**

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

#### **Guilford County**

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's four core values – honesty, integrity, stewardship and respect – attest to what its employees believe in and embody not only in the workplace but also in the greater community. Employees are encouraged to protect and care for community resources for positive purposes and to treat people with dignity, have an attitude of caring and understanding, and to show genuine concern for others. In support of these values, 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 partnerships. 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.

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### **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)**

The City/County Employee's Pacesetter Campaign kicked off with a United Way Partner Agency Fair, a one-day outdoor event that allowed City and County employees an opportunity to visit with representatives of local community agencies to learn first-hand about what each organization does in the community. United Way partner agencies and City and County Departments and Divisions set up tables to provide information to employees and to kick-off their individually sponsored "fun" raisers. These "fun"raisers included the sale of a variety of foods, raffles, and games, with all proceeds benefiting the campaign. It was estimated that over 500 City and County employees visited the agency fair, leading to the collection of almost \$4,000 towards the campaign in one day. Following the Agency Fair, departments continued to directly engage and connect with employees by hosting rallies to educate employees about the United Way and its mission.

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### **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.)

- The City and County combined raised \$224,314.19, which is a 1.1% increase over last year's total
- The City and County raised \$11,520 in departments' special events, which is a 21% increase
- The City and County have 46 leadership donors who raised \$53,664. This makes up 25% of all employee giving.

## **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 2013 is \$22.55 per hour) Include organizational incentives for participating in community volunteer activities.

### ***Up to 5 points***

The City of Greensboro prides itself for the spirit of giving its employees have to better the community and residents served. The City supports the use of volunteers to enhance many of the programs and services it provides for the community, and encourages volunteerism among its employees well beyond the annual City/County Employee Campaign. Although volunteer hours for City employees are not specifically tracked, in 2014-2015 for example, the City recorded a record of 7,100 volunteers, including many City employees, giving over 42,600 hours of their time (valued at \$960,630) back to the community.

Several City and County Departments give back to the community at various times throughout the year by hosting and/or participating in a variety of charitable drives or projects. Examples of activities include:

- 9/11 Memorial Stair Climb to honor firefighters and police officers who died at the World Trade Center; donations support the Ignite the Spirit, Kellin Foundation and Wounded Warrior Project (Greensboro Police and Fire)
- Candlefest events and canned food drives to support Girl Scouts Inc (Parks and Recreation)
- Centennial Garden, of which harvest is donated to local community organization (Guilford County Health Department)
- City-hosted "Restock the Shelves" in partnership with Greensboro Urban Ministry, The Volunteer Center of Greensboro and Fox 8 WGHP to organize a community wide food drive to help residents whose food supply dwindled due to winter storm power outages (Multiple City Departments)
- Donations to the Greensboro Urban Ministry and Family Service of the Piedmont (Guilford Metro 911)
- Great American Cleanup to clean up and beautify multiple public spaces around the City (Multiple City Departments)
- Guilford Cup Challenge to support the select nonprofits, including United Way, through charitable contributions and donations (City/County employees and elected officials)
- Heritage House resident transition assistance (Multiple City Departments and Agencies)
- In support of "Operation Warm," donation of winter coats to children in need in Guilford County schools (Greensboro Fire)
- School supply drive for Guilford County Teachers (Credit Union)

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.

**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**

Information about the campaign was disseminated to employees in a variety of ways and along with dedicated and committed Departmental Ambassadors, was vital to its success. Some of the ways in which awareness was raised about the campaign included:

- Campaign kick off with a leadership breakfast for all City and County leadership donors and Department Heads
- The annual Campaign Plaza Event was held during the first week of the campaign for departments and United Way partner agencies to be present on the plaza located between City and County office buildings
- A Plaza Event was held for County Employees located in High Point who could not be present at the Plaza Event in Greensboro
- A “United Way Extravagaza” was held at a City of Greensboro facility for all departments who cannot attend the Plaza Event (Facilities, Water Resources, Transportation, etc.)
- 17 campaign rallies held (6 rallies in City Departments; 11 rallies in County Departments) which included a United Way representative and agency speaker
- Ambassadors were encouraged to share information about and invite speakers from partner agencies to attend campaign rallies and/or special events
- Posters displayed throughout City and County facilities and buildings promoting the campaign
- Weekly email “blasts” with pledge reminders to all employees
- An internal website set up for employees listing United Way information, including a listing of Campaign Ambassadors contacts, campaign activities, incentives, partner agencies, calendar listing rallies and special events, and other pertinent campaign information
- Two Ambassador training sessions, including a hands-on training for the ePledge system
- City Manager, Jim Westmoreland, sent an email to over 3,000 City employees, including all Department Heads, containing a video explaining the importance of giving to United Way
- Weekly campaign updates with all County Department Heads were held by County Manager, Marty Lawing
- Directors and executive level staff, encouraging their support of the community through the United Way campaign
- New employees were encouraged to engage in the campaign
- Multiple Departmental kick-off events, lunch and learns, and rallies

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

The City and County Managers and Senior/Executive Management 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
- Jim Westmoreland serves on the UWGG’s Board of Directors
- The City Manager, Assistant City Manager Chris Wilson, and County Manager attended and personally thanked City/County Department Ambassadors at their Campaign Training
- The City and County Manager sent a personal invitation to City and County leadership level givers, Department Heads, and Executive staff to attend a Leadership Givers Breakfast at the Greensboro Coliseum Terrace. The event included inspirational words from UWGG CEO Michelle Gethers-Clark and short presentations from partner agencies, Communities in School and Hospice.
- 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 Ambassadors

**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	1027	46	4.48 %	2.22 %
2014	1057	45	4.26 %	-4.26 %
2013	928	47	5.06%	0.00%

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.**

Both the City of Greensboro and Guilford County are municipalities funded by taxpayer 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, the campaign was able to receive in-kind support in the following ways:

- Printing of special events flyers/posters for Departmental activities and rallies
- 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 video, and weekly reminders of campaign information and updates on the City’s intranet
- Annual leave/vacation time for employee incentives
- Food, location, and/or equipment rental for the Campaign Kick-Off Agency Fair, Leadership Givers Breakfast and ePledge system training
- Time and resources of multiple Guilford County and City employees who assisted in the transport, set up and break down of tables and chairs needed for the Campaign Kick-Off Agency Fair
- 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
- Free validated parking in a designated downtown parking deck for any City or County Employee who wished to attend the Campaign Agency Fair, as well as participating partner agencies and United Way staff.
- Employee participation of volunteer and philanthropic activities during the course of the work day

**Local corporate numbers are reported below unless indicated as  statewide**

Year	Corporate Gift	Percent Change
2015	\$0	0%
2014	\$0	0%
2013	\$0	

*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***

The City/County Employee Campaign (CCEC) has two main campaign co-coordinators (Ednasha McCray with the City of Greensboro and Doug Logan with Guilford County). A campaign committee of dedicated campaign departmental ambassadors was formed this year as well. This group oversaw the “big picture” campaign activities, such as organizing training, managing events such as the Leadership Breakfast and Plaza Event, 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 “Ambassador” 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
- Car wash/detail services and supplies
- Tickets to Greensboro Coliseum Shows/Events
- \$20 Sheetz Gift Card
- \$15 Big Burger Spot Gift Card
- Various gift baskets

Ways in which employees were recognized and shown appreciation for their support of the United Way’s efforts included:

- Leadership Givers Breakfast for leadership level givers, which included words of appreciation from City Manager Jim Westmoreland and County Manager Marty Lawing, and UWGG CEO Michelle Gethers-Clark

**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\***

Overall per capita giving by employees decreased -0.95% in this year’s campaign. However, several factors impact the per capita giving by its employees. Guilford County employees have been subjected to a salary freeze for the past seven years, and City of Greensboro employees have received merit pay increases only within the past five years. Both organizations have endured a series of budget reductions due to the decrease in City and County budgets and an overall sluggish economy, resulting in personnel reductions, retirements, and the reorganization/ consolidation/elimination of some City and County Departments. Lastly various leadership changes within all levels of both organizations have also impacted employee and workplace morale.

Despite each of these factors, management has consistently supported the campaign and employees were encouraged to contribute what they could afford. Evidence of this is the fact that 21 of 46 Departments that were represented in the campaign raised more than they did in the 2014 campaign. In some cases, employees either directly utilized United Way or partner agency services or knew of someone (family, friend, former or current co-worker) who had, which helped them to see how their contributions helped others. Equally important, those that could not afford to contribute financially were able to provide their time volunteering with community organizations.

**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	\$212,793.80	0.22%	5326	\$39.95	-0.95 %
2014	\$212,327.09	4.69%	5264	\$40.34	5.69 %
2013	\$202,812.18	1.18%	5314	\$38.17	0.53%

*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\***

This year's campaign had a goal of 100% Awareness about the campaign efforts and United Way. Many of the Departments held one or multiple rallies to ensure that employees had more than one opportunity to give and to hear about or form United Way and a partner agency. Throughout the campaign, Departmental rallies and associated incentives were advertised to all City employees via email and/or intranet, which increased chances that employees in other Departments might also participate in some way.

The City and County Manager, Department Directors, and Department Ambassadors regularly communicated and encouraged employees to participate in the campaign and activities, and with the assistance of the City's Communications Office, employees received regular updates about the campaign and events.

In addition, Ambassadors did an excellent job of making personal and one-one-one contacts with not only existing employees but also new hires. 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.

Frequent communication about campaign best practices between United Way Staff and City/County Campaign Chairs and Ambassadors also ensured that employees throughout the campaign had opportunities to participate.

In addition, 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 Number of Employees	Percent Change	Total Number of Givers	Percent Change	Percent Participation
2015	5326	1.18%	1027	-2.84%	19.28%
2014	5264	-0.94%	1057	13.90%	20.08%
2013	5314	0.64%	928	5.22	17.46%

*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*