

2015 Spirit of North Carolina Campaigning for Excellence

Application Form <i>(www.unitedwaync.org)</i>			
Company/Organization Name	City of Winston-Salem		
Address	100 N. Main Street	City/State Winston-Salem	Zip 27101
Name of Person Completing this Application	Ryland Tisdale	Phone 336-721-9370	E-mail Ryland.tisdale@uwforysyth.org
Name of Sponsoring United Way	United Way of Forsyth County		Metro Size 1B
United Way Contact for Questions	Ryland Tisdale	Phone 336-721-9370	E-mail Ryland.tisdale@uwforysyth.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 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 style="text-align: center; color: red;">Heads up: two new items!</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 Check the appropriate box for this application submission.	Type of Organization Check the appropriate box for this application submission.
<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 checked="" type="checkbox"/> 1501 - 2500 employees <input type="checkbox"/> 2501 - 5000 employees <input 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:

Ryland Tisdale

Email:

Ryland.tisdale@uwforsyth.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:

The mission of the City of Winston-Salem is to provide quality, affordable services that ensure the health, safety and well-being of citizens, while collaborating throughout the community to ensure its economic, social and environmental vitality. The city's vision is to be a municipal government deserving of public confidence that provides excellent and innovative services, and is an active and cooperative partner in creating a vital community. The focus of the city's activities is based on building a stronger, collaborative and more vibrant community. Firmly embedded within the mission and vision of the city is a healthy respect for and embrace of philanthropic endeavors. The city has built a strong culture of philanthropy through the outward support and encouragement of employee involvement in a wide range of community volunteer and philanthropic endeavors.

The mission and vision of the City of Winston-Salem aligns perfectly with the mission of United Way of Forsyth County!

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)

Each year as part of the annual campaign kickoff events, the city's department heads are invited to attend a special meeting where a message from United Way is shared and they are encouraged to participate in the campaign. As opposed to the traditional on-site location, this year's United Way kickoff meeting was a lunch hosted at The Second Harvest Food Bank, which was prepared by students from their Triad Community Kitchen. After lunch, the group was able to tour the facility. This visit inspired many city department heads to increase their annual gifts and prompted others to join the Leadership Circle that had never previously considered it. These new dollars helped propel the city's 2015 annual campaign to historic successes.

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.)

- More than 1,635 employees contributed to the 2015 campaign, an increase of 5% over last year's campaign and a new record number for the organization.
- The city raised more than \$175,000 during the 2015 campaign, an increase of 7% over last year's campaign and a new record high for the city's pledge drive.
- The city-organized Moonlight Madness 5K fundraiser eclipsed \$11,000 in total contributions to the United Way of Forsyth County during the 2015 campaign.

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 mission of the City of Winston-Salem is to provide quality, affordable services that ensure the health, safety and well-being of citizens, while collaborating throughout the community to ensure its economic, social and environmental vitality. Our mission speaks to our desire as an organization to involve ourselves solely in activities that lead to the bettering of our community. Volunteerism is firmly embedded in our vision of being an active and cooperative partner in creating a thriving community.

The City of Winston-Salem has a long tradition of supporting employee participation in community volunteer efforts. For several years, the City of Winston-Salem has participated in the Corporate Volunteer Program sponsored by the Winston-Salem Chamber of Commerce. The objective of the program is to improve the reading performance of specifically identified students in Winston-Salem/Forsyth County Schools so that each tutored child will be at or above the expected reading proficiency level by the end of the school year. City employees that wish to participate are afforded one and a half hours per week to devote to mentoring their assigned student. This time is counted as regular work hours and no personal time is required to participate. In 2015, 32 city employees contributed 1,248 hours of volunteer time to the program valued at \$28,080.

In addition to this citywide program, there are a variety of other one-time and ongoing community-focused efforts that city employees regularly volunteer their time to. In the past year, city employees have participated in or sponsored the following activities:

- Fundraising activities in support of the Special Olympics of Forsyth County ("Polar Plunge" team, Police vs. Fire Department basketball game, etc.)
- Blanket drive to collect blankets to distribute to the homeless population in our downtown area
- Canned food drive in support of the Second Harvest Food Bank of Northwest North Carolina
- Professional attire clothing drive in partnership with The Shalom Project
- Peace Toys for War Toys Charity Basketball Game. (Police Department vs. Fire Department)

Employees that have demonstrated exemplary volunteer service and commitment to the community are recognized annually at the organization's Employee Excellence Awards banquet.

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

The City of Winston-Salem is a major supporter, partner and funder for a host of local non-profit organizations. In the most recently adopted budget, the Winston-Salem City Council provided nearly \$1.3 million from City funds to local non-profit organizations for operating and capital support. These organizations constitute the city’s major centers of art and culture and also include a number of the city’s major providers of social services. Organizations that receive annual funding from the city include the local YMCA, Veterans Outreach Services, Old Salem, the National Black Theater Festival, The Arts Council and many more.

United Way of Forsyth County, the City of Winston-Salem, and Forsyth County are partners in the Ten Year Plan to End Chronic Homelessness. City Employees have the chance to see this community need in both professional and volunteer capacities.

As a part of the United Way campaign, the City hosted the Moonlight Madness 5K, which served as the kick-off to the City’s campaign. All employees also attended departmental meeting and are asked to return a pledge form.

The city also provides a host of opportunities for employee engagement in local philanthropic endeavors. In addition to the United Way campaign, the city also sponsors an annual fundraiser in support of the local Arts Council. The annual proceeds from this fundraising drive total nearly \$16,000. The city also regularly sponsors teams for a variety of local charitable events including: the Winston-Salem/Forsyth County CROP Hunger Walk, and the JDRF Walk to Cure Diabetes. There are a number of dedicated city employees that participate in these and many other charitable activities year-round on behalf of the city.

Standard 3 - CEO/Senior Leadership Involvement and 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*

The senior leadership team is actively involved in the annual campaign. Every member of the city manager’s senior leadership team and the majority of the city’s department heads contribute at the Leadership Circle level. Beyond their financial support, nearly every department head has an annual tradition of hosting a departmental fundraiser during the United Way campaign. These events range from the Sanitation Department’s annual breakfast to the Recreation and Parks golf tournament. Other departmental fundraising events include hot dog and chick fil-a luncheons, the annual chicken stew at City Yard, Home Run Derby and a number of baked good sales. Department heads are actively involved in all of these events either by way of monetary donations their participation on the serving lines. These events represent long-standing traditions for our United Way campaign and are incredibly well-supported by other departments. These activities also account for a significant portion of the funds raised during the city’s annual campaign.

The city’s senior leadership team and department heads take seriously the responsibility to be leaders in the effort to promote giving back to the community. Their active involvement and support of the United Way campaign mirrors the level of effort and dedication they exhibit for other volunteer efforts throughout the year. Their active encouragement of employee participation in the city’s Corporate Volunteer Program, their personal and highly-visible dedication to philanthropic and volunteer efforts in support of causes like ALS research, defeating juvenile diabetes, the Special Olympics and others sends a clear message that volunteerism is valued by the organization and an important leadership quality.

Year	Total Number of Givers	Number of Leadership Givers	% of Leadership Givers	Percent Change
2015	1,628	28	2%	0
2014	1,578	28	2%	+33%
2013	1,082	21	2%	

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 2013 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.

The United Way Campaign is the City of Winston-Salem’s premier community fundraising effort. Each year, department heads and senior staff are invited to a special function designed to solicit participation and generate excitement for the year’s campaign.

United Way of Forsyth County, the City of Winston-Salem, and Forsyth County are partners in the Ten Year Plan to End Chronic Homelessness. This has resulted in a 60% decrease in Chronic Homelessness of the last seven years!

The City of Winston-Salem hosts “Moonlight Madness” 5K, which is the city’s only nighttime race and recruits over 1,500 runners and 500 additional attendees. The City creates all promotional materials, (both print and social media), and underwrites the event with all proceeds benefiting United Way of Forsyth County. In 2013, the proceeds were \$17,000, \$9,000 in 2014 and \$11,000 in 2015. The race has its own Facebook page: <https://www.facebook.com/moonlightmadness5k/?ref=hl>; and has a promotional YouTube video that is updated annually: <https://www.youtube.com/watch?v=0sDiOEqeKXk>.

The Winston-Salem City Council provides nearly \$1.3 million annually from the general fund to local non-profit organizations for operating and capital support.

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 of Winston-Salem’s United Way campaign has historically been led by a campaign cabinet headed by the campaign coordinator. The campaign coordinator serves as chair of the city’s campaign and manages the activities of the campaign cabinet. The cabinet is comprised of employees that volunteer their time to serve the following functions (see description in appendix):

- Campaign Chair**
- Campaign Co-chair**
- IT Coordinator**
- Marketing and Communications Coordinator**
- Special Events Coordinator**
- Campaign Champion Lead**
- Champion Package Assembly**
- Finance**
- Members-at-large**

The cabinet convenes in the month prior to the campaign to debrief the prior years’ campaign and to discuss strategy for the upcoming campaign. The cabinet will discuss new campaign themes, establish the campaign timeline, decide the incentive structure, prepare for the campaign kick-off meeting with the selected department campaign champions, and consider special recognition and promotional activities for the various affinity groups (e.g., Women’s Leadership Council, Leadership Circle, and Young Leaders United).

The organization’s most recent campaign involved a new and exciting incentive structure. Employees that pledged an annual amount between \$26 and \$77 by way of cash, check or payroll deduction were awarded one paid day off. Employees that pledged \$78 or more via one of the previously mentioned methods were awarded two paid days off. In addition to this exciting incentive, new door prizes were implemented for employees that contributed to the campaign. Employees who gave \$52 or more were entered into a drawing for door prizes. The grand prize winner received one full week of paid vacation while the second and third place winners received \$250 and \$100 gift cards, respectively. There were also twenty \$50 gift cards made available for other winners.

At the conclusion of the campaign, the Assistant to the City Manager sent an organization-wide communication thanking employees for their participation and highlighting the extraordinary overall and departmental achievements during the campaign.

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*

For the second year, the City offered an incentive structure affording employees one paid day off for a pledge of \$26 or more and two paid days off for a pledge of \$78 or more caught the attention of city employees and generated significant interest in campaign participation. By establishing attractive incentives and making them achievable at relatively modest contribution levels, the city significantly broadened the base of employees able to participate in the campaign. In addition to the incentives themselves, the city built a very clear and attention-grabbing campaign around the campaign incentives that asked employees to “Do the Math” and determine what one paid day off was worth to them based on their hourly rate of pay. Many city employees recognized that the incentive was of significant personal value.

Year	Total Employee Giving Amount	Percent Change	Total No. of Full-time Employees	Employee Per Capita	Percent Change
2015	\$175,667	+7%	2,285	\$80.84	+11%
2014	\$164,197	+46%	2,285	\$71.86	+46%
2013	\$112,378		2,284	\$49.20	

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. **Up to 10 points***

The ability for all employees to participate in the United Way campaign is critically important. The campaign cabinet has instituted a variety of measures to ensure that all employees are aware of the campaign, the significance of the United Way’s work in the community and have the opportunity to participate. Specifically, the cabinet has taken the following steps:

1. Collecting pledge forms from every eligible employee and cross-referencing them with the original distribution list to ensure that forms have been provided and received by every eligible employee regardless of their intention to participate
2. Sending campaign communications in both e-mail and print forms to reach work groups that are both office-based and non office-based.
3. Establishing face-to-face meetings with work groups that are not based in office buildings to discuss the details of the campaign.

Retirees of the city are regularly included in the organization’s annual campaign effort. For the last several years, a group of prominent retirees of the city and long-standing United Way contributors have written letters to their fellow retirees expressing their dedication to the mission of the United Way and soliciting participation in the city’s annual campaign. These letters have prompted several thousand dollars of pledges and contributions from the city’s retiree population over the last several years.

Year	Total Number of Employees	Percent Change	Total Number of Givers	Percent Change	Percent Participation
2015	2,285	0%	1,635	+4%	72%
2014	2,285	0%	1,578	+46%	69%
2013	2,284		1,082		47%

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

Standard 5

1. Campaign Chair and Co-Chair

Provides overall strategy, direction and management of the activities of the campaign cabinet; Serves as the primary liaison to the United Way annual campaign staff; produces formal organization-wide communications on behalf of the campaign.

2. IT Coordinator

This position is responsible for working with the Information Systems department to generate pre-printed pledge forms with specific identification information for every eligible employee. This position also ensures that the pledge forms are accurately distributed to the city's various work groups.

3. Marketing and Communications Coordinator

This position coordinates the production of all campaign messaging and promotional materials. In past campaigns this has included production of campaign posters, promotional videos, fliers, digital marketing, and promotional materials for departmental fundraising activities.

4. Special Events Coordinator

This position coordinates the production of special promotional activities that generate interest and excitement for the campaign. Examples of past activities include production of promotional flash mobs and coordination of volunteer efforts in support of the Moonlight Madness 5K, an annual race produced by the organization to raise funds for the United Way.

5. Finance

This position receives and audits all pledge forms, cash, and checks collected during the campaign. This position is critical to ensuring that all pledges have been accurately accounted for and that all cash and check collections are held securely.

6. Campaign Champion Lead

This position manages package distribution and serves as the primary point of contact for the departmental campaign champions. This position coordinates speaker and material requests and campaign-related questions.

7. Champion Package Assembly

This position is responsible for separating out all pre-printed pledge forms by departments for easy distribution.

8. Members-at-Large

These positions are additional members of the committee that provide valuable input and assistance where needed.