

2016 Spirit of North Carolina Campaigning for Excellence



United Way
of North Carolina

Application Form			
Organization Name	City of Winston-Salem		
Street Address 100 N. Main Street	City/State Winston-Salem	Zip 27101	
Name of Person Completing Application	Ryland Tisdale	Phone 336-721-9370	E-mail Ryland.Tisdale@uwforsyth.org
Name of Sponsoring United Way	United Way of Forsyth County		

STANDARDS OF EXCELLENCE

**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.	Overall Organizational Volunteer Culture
<input checked="" type="checkbox"/>	2.	Raising Community Awareness of Needs and Foster a Spirit of Giving
<input checked="" type="checkbox"/>	3.	CEO, Senior, and General 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, Recognition and Incentive
<input checked="" type="checkbox"/>	6.	Overall Per Capita Gift
<input checked="" type="checkbox"/>	7.	Participation Level

**You may submit video links or DVD for viewing by the Selection Committee. Submit DVDs to
Anita Barker, 875 Walnut Street, Suite 150B, Cary, NC 27511.**

AWARD CATEGORIES

Organization Employee Size <i>Check the appropriate box for this application submission.</i>	Type of Organization <i>Check the appropriate box for this application submission.</i>
<input type="checkbox"/> Up to 25 employees <input type="checkbox"/> 26-50 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

Printed Name

Signature

Ryland.Tisdale@uwforsyth.org

Email

Organizational Overview

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

Describe the philanthropic culture of the 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 a successful strategy, engagement opportunity, or volunteer activity that ignited campaign success; moving the community to invest, volunteer, or advocate and create lasting impact.

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 and learn tour hosted by ESR, (Experiment in Self Reliance). Twana Roebuck, the Executive Director, led the tour and highlighted many of the fine programs they offer such as the Voluntary Income Tax Assistance or VITA program which provides free tax services for many of our city's residents. 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 2016 annual campaign to another outstanding success!

List 3 bullet-points highlighting numeric campaign success:

- More than 1,745 employees contributed to the 2016 campaign, an increase of 7% over last year's campaign and a new record number of donors for our organization.
- The city raised more than \$173,000 during the 2016 campaign. This was slightly less than the \$175,000 we raised the previous year. However, since we did not chair the Moonlight Madness 5K fundraiser this year, which accounted for over \$11,000 of our campaign last year, we actually increased our individual giving over \$9,000!
- We reached a new high in participation with almost 77% of our employees giving this year.

Standard 1 – Overall volunteer culture of the organization (this includes work with other community stakeholders, if applicable, as well as United Way).

- Describe how the organization works in collaboration with the community to solve problems.
- Does the organization have a social responsibility policy or statement?
 - If so, provide some highlights of the mission.
- Is the organization seen as a philanthropic leader and why?
- How does the organization benefit from being involved in serving the community?
- What % of employees are engaged in volunteer work? Does the organization have a volunteer policy?

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 improvement 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. Our employees contributed over 1,250 hours of volunteer time to this program. Over 50% of our employees are active in volunteering for their community in some capacity, whether it is through their church or other local opportunities.

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)
- Participation in the semi-annual Point In Time count of the homeless population in our community.

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 – Organization’s partnership with United Way to raise community awareness of needs and foster a spirit of giving.

- Document ways in which the organization worked with United Way to generate enthusiasm for community involvement and support.
 - Specific rallies, events or programs
 - Unique awareness activities such as meetings, tours, speakers, and fairs.
- Comment on year-round engagement that exists, if applicable.

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 over \$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. Several City employees volunteer for the semi annual Point In Time homeless count.

As a part of the United Way campaign, many City employees participated in and volunteered at the Moonlight Madness 5K, which was hosted by the United Way this year. As the past sponsor, we were able to assist them in making this a successful Kickoff for their Community Campaign. All employees also attend a 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 \$17,000. 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 and General Leadership Involvement & Giving

- Describe the role that senior leadership plays in “influencing” philanthropy, community support, and campaign activities
- How does the organization’s leadership in general promote a culture of giving?
- List any specific events **that are directed by the leadership team.**

Up to 5 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 their 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.

Complete the chart below. Up to 5 points

Any positive % change in leadership givers is awarded 2.5 points.

10% or greater increase in % of leadership givers receives an additional 2.5 points

Use local corporate numbers if possible, otherwise indicate as statewide

Year	Total # of Givers	# of Leadership Givers	% of Leadership Givers	% Change in Leadership Givers	Points Awarded
2016	1,745	29	2%	0%	
2015	1,635	28	2%		

UW % of Leadership Givers - 2016 # of leadership givers divided by the 2016 total # of givers

UW Leadership Givers % Change - 2016 # of leadership givers minus the 2015 # of leadership givers divided by 2015 #

Outline any factors or information that could affect % of leadership givers.

Due to the fact that the City would no longer be sponsoring the Moon light Madness 5K Fun Run, the point of emphasis this year was increased participation to make up for the loss of \$11,000 in special events dollars. In that regard, the increased giving and participation recovered all but \$2,000 of the \$11,000. This included a 10% increase in Leadership dollars.

Standard 4 - Corporate or Foundation Contributions and Non-traditional/In-kind 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.

Up to 5 points. If your organization is Federal or Nonprofit and cannot legally provide a Corporate Gift, please provide information on in-kind gifts and other efforts below.

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 over the last seven years! Last year, in a letter to Mayor Allen Joines, Matthew Doherty, Executive Director of the U.S Interagency on Homelessness, confirmed that the city and county have met the council’s measure for having ended veteran homelessness by putting in place resources to rapidly find permanent housing for anyone identified as a homeless veteran.

The City of Winston-Salem has hosted the “Moonlight Madness” 5K, which is the city’s only nighttime race and recruits over 1,500 runners and 500 additional attendees for the past three years. This year, we passed the sponsorship to United Way. The City assisted them in creating promotional materials, (both print and social media), and also provided volunteers. Also, many of our employees ran in the event with all proceeds benefiting United Way of Forsyth County. They raised over \$3,500. 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.

Local corporate numbers are reported below unless indicated as statewide

Year	Corporate Gift	Percent Change
2016	\$0	0%
2015	\$0	

Percentage change example: 2016 minus 2015 divided by 2015.

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

Standard 5 – Employee campaign coordination, recognition and incentive

- Describe the work of the campaign coordinator and/or committee, listing successful planning tools, specific activities, and events that propelled the campaign to success
- Detail how the employees were recognized within the workforce for their investment of time and resources
- Share any specific incentives used that proved to be effective in building motivation and resolve to give

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 continued to promote an impactful 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 events or strategic action that positively affected per capita employee giving
- Was a specific community issue at the center of employee giving? If so, explain.

Up to 5 points

For the third consecutive 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. This continued to be a great way to get the attention of city employees and continued to generate enthusiasm for 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. Also, increased participation and giving were encouraged by leadership to offset the loss of special event dollars raised through the Moonlight Madness 5K Fun Run. We raised over \$9,000 in additional employee giving to help reduce this loss.

Local corporate numbers are reported below unless indicated as statewide

Year	Total Employee Giving Amount	% Change	Points Awarded	Total No. of Full-time Employees	Employee Per Capita	% Change	Points Awarded
2016	\$173,981	0%		2280	\$76.30	0%	
2015	\$175,667			2285	\$76.87		

Percentage change example: 2016 minus 2015 divided by 2015.

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.

2.5 Points are awarded for positive percent change in Total Employee Giving Amount

2.5 Points are awarded for positive percent change in Employee Per Capita Amount

Total possible points for Standard 6 = 10

Standard 7- Participation Level

- How does the organization ensure that all employees have an opportunity to participate in the United Way campaign? List specific steps taken to reach and educate all employees.
- Describe any efforts for outreach with specific groups such as new hires, seasonal employees, retirees.

Up to 5 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.

Local corporate numbers are reported below unless indicated as statewide

Year	Total # of Employees	% Change	Total Number of Givers	% Change	Points Awarded	% Participation	Points Awarded
2016	2280	0%	1745	5%	2.5	77%	2.5
2015	2285		1635			72%	

Employee % change – 2016 number of employees minus 2015 number of employees divided by 2015 number

Givers % Change – 2016 number of givers minus 2015 number of givers divided by the 2015 number

2.5 Points are awarded for positive percent change in Number of Givers

2.5 Points are awarded for positive percent change in Percent of Participation

Total possible points for Standard 7 = 10

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.