

Chamber
of the
Year

**GREATER
WINSTON
SALEM INC**

WINSTON-SALEM NORTH CAROLINA

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SECTION
01

Contact Information

ORGANIZATION INFORMATION

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STAFF CONTACTS

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BOARD CONTACT

BOARD CHAIR	BOARD CHAIR ORGANIZATION
Cathy J. Pace Removed for privacy	Allegacy Federal Credit Union Removed for privacy



STAFF SIZE

15



BOARD SIZE

30

SECTION
02

Organizational Excellence & Resource Alignment

SECTION 2 | PART 1

QUESTION
01

Does your chamber comply with annual federal, state and local income tax filing requirements?



YES

QUESTION
02

Is your chamber audited annually? If so, in what month?



YES, IN FEBRUARY

QUESTION
03

Is your chamber's annual budget approved by your board? If so, in what month?



YES, IN DECEMBER

QUESTION
04

Does your chamber have a strategic plan?



YES

STRATEGIC PLAN: WHERE GROWTH STARTS

SECTION
02

Organizational Excellence & Resource Alignment

SECTION 2 | PART 2



**MANAGEMENT
LETTER FROM MOST
RECENT AUDIT**



990 TAX FORMS

2021

2022



**CURRENT
ANNUAL
BUDGET**



**CURRENT
FINANCIAL
STATEMENT**



**MEMBER
RETENTION
PLAN**



**MEMBER
RECRUITMENT
PLAN**



**MARKETING
PLAN**



**EMPLOYEE
HANDBOOK**

SECTION
02

Organizational Excellence & Resource Alignment

SECTION 2 | PART 3

1. HOW DOES YOUR MOST RECENT STRATEGIC PLAN OR BUSINESS PLAN ALIGN WITH THE BIGGEST CHALLENGE(S) YOUR COMMUNITY FACES?

Like many communities across the country, Winston-Salem is at an inflection point. Significant institutional change in leadership has occurred, with companies leaving or downsizing, and a shift from historic heavy office users to remote work. Many individuals are displaced from the workforce or do not find upward mobility opportunities due to the evolving nature of the economy. With these issues facing our community, Greater Winston-Salem Inc. has stepped firmly into a leadership position to lay out the plan and goals for this community. These goals are not just organizational or even just for the business community but for all Forsyth County residents. At Greater Winston-Salem Inc., we believe that we can positively impact lives through economic growth and that there cannot be economic development without community development. Our strategic plan lays out our areas of focus. At the same time, we strive to achieve our mission to initiate, influence, engage, and empower community leadership to create economic growth and prosperity for all.

Whether it is workforce development, economic recruitment or retention, or membership and event-related activities, everything is tied back to our vision outlined below. We can reach these goals by focusing on key areas and delivering a high level of impact focusing on the biggest challenges we face. We measure and evaluate our efforts and outcomes annually to ensure alignment with the current needs and challenges facing the Winston-Salem area and adapt our program of work accordingly.



BY 2030, WE WILL...

— Be the top mid-sized city in the Southeast.

— Be a more equitable community.

— Be the best place to raise a family.

SECTION
02

Organizational Excellence & Resource Alignment

SECTION 2 | PART 3

4. WHAT IS YOUR STRATEGY TO ENSURE YOUR CHAMBER HAS AN INCLUSIVE CULTURE AND YOUR LEADERSHIP AND STAFF MAKE-UP IS REFLECTIVE OF THE BUSINESS COMMUNITY YOU SERVE?

At Greater Winston-Salem Inc., diversity, equity, and inclusion are not just buzzwords; they're fundamental values that shape every aspect of our organization. We recognize the power of intentional wording in our job descriptions, ensuring they reflect our commitment to fostering a diverse and inclusive workplace. We strive to attract a wide range of talent that mirrors the vibrant diversity of our community.

Through strategic partnerships with community organizations and targeted outreach efforts, we aim to make our opportunities accessible to individuals from diverse backgrounds.

In addition to our external efforts, we have embedded these principles into our core values and employee handbook. These resources serve as guiding lights for both current and prospective employees, providing clear direction on our dedication to creating an inclusive workplace culture. From recruitment to retention, every stage of the employee journey is informed by our core values.

We are committed to building, strengthening, and forming partnerships that move the community forward, together.

GREATER WINSTON-SALEM, INC.

CORE VALUES

TOGETHER,

WE LEAD.

We are committed to convening a diverse group of people with vision and an unwavering passion to create a better future.

WE INNOVATE.

We think big and understand risk-taking is essential for progress.

WE PURSUE EXCELLENCE.

We embrace the idea of continuous improvement and are never satisfied with the status quo.

WE UPHOLD INTEGRITY.

We are accountable to our team, members, and community and work to maintain our legacy of bettering all.

 GREATER WINSTON-SALEM INC.

SECTION
02

Organizational Excellence & Resource Alignment

SECTION 2 | PART 3

5. HOW DOES YOUR CHAMBER EXEMPLIFY CHAMBER OF THE YEAR?

Chambers need to lead. Lead the business community but now more than ever, lead the entire community. Greater Winston-Salem Inc. is the future of Chambers, which is shown by our progressive work across different focus areas.

We are contracting with the school system for career readiness training, creating a county-wide workforce hub both digitally and physically, winning economic development projects to create jobs at a higher rate than our community has seen in the last 25 years, and doing it all as a leading voice and partner in the community.

As displayed in our 2030 vision, we are pulling our community forward by leading from the front and working in collaboration with many partners to achieve unified goals. Winston-Salem has adopted our vision goals which has created a groundswell of momentum and drive that our community was lacking.

While we know many chambers are doing great things across the country, we believe we are on the front line looking over the horizon and have launched initiatives to lead our community and industry into the next decade. We are doing that with an award-winning team, a dedicated and influential board of directors, and a unified commitment to make our community the best it can be.



\$803.7M
CAPITAL
INVESTMENT
GENERATED



2,033+
JOBS CREATED



\$889K
MBE GRANTS
DISTRIBUTED

SECTION 03

Member Services & Connections

SECTION 3 | PART 2

2. TRENDS ARE SHOWING A LARGER PERCENTAGE OF NON-DUES AND NON-TRADITIONAL REVIEW STREAMS REPRESENTED IN THE OVERALL FISCAL HEALTH OF CHAMBERS. EXPLAIN HOW YOUR CHAMBER IS FUNDED AND HOW YOU ARE EVOLVING TOWARDS THIS MOVEMENT.

Before the global pandemic, membership investment was our primary revenue source (on average comprising 65% to 70% of total revenue) that provided our organization with the necessary resources to carry out our strategic mission. In the aftermath of the global pandemic, our organization emerged as a vital resource to help our community navigate financial challenges and uncertainties and fill some much-needed voids highlighted by COVID-19.

To be the catalyst for this positive change and growth in our business community, our team had to reimagine Winston-Salem not only from our strategic initiatives but also from a financial perspective. To be able to lead the charge in new workforce and career readiness programs for our community, we knew that we were going to need to identify non-traditional revenue streams to not only start these programs but ensure that they would be sustainable for many years to come.



We quickly saw the data showing that minority-owned businesses were closing at a higher rate during the pandemic and knew we needed to act fast. In one-week span we were able to raise \$1.2 million in private contributions to create the minority business grant program. Over the past five years we have used that money, driven by a 100% minority-driven committee, to distribute grants to keep businesses open and individuals employed.

2022 MBE GRANT RECIPIENTS

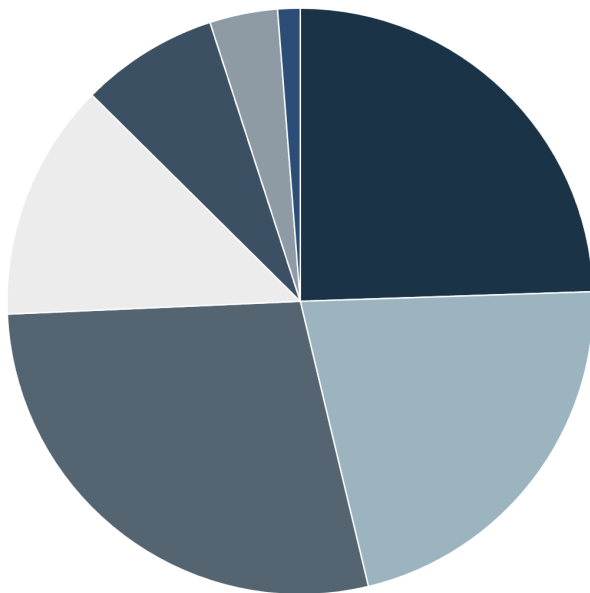
SECTION 03

Member Services & Connections

SECTION 3 | PART 2

Companies that received the grant also received scholarships for membership and other wrap-around services. The program boasts great success in numbers of over 65 companies and 40 jobs created or retained.

We also took advantage of the American Rescue Plan Act opportunity and secured a \$2.5 million grant over five years to direct career readiness effort for our county. That program is called Forsyth Works and is explained in detail as one of our program examples in the next section. These new funding sources have allowed our organization to become less reliant on membership dues and in 2023 membership dues comprised only 28% of total revenues down 42% from pre-pandemic levels. Below is a breakdown of our operating revenues for 2023:



■ CONTRIBUTIONS & GRANTS	\$1,007,363
■ FEDERAL GRANT	\$896,828
■ MEMBERSHIP INVESTMENT	\$1,153,885
■ ECON & WF DEV CONTRACTS	\$540,000
■ EVENT INCOME	\$312,564
■ INVESTMENT INCOME	\$154,069
■ OTHER INCOME	\$50,942

As we look forward to making our 2030 strategic mission a reality, we know that activating our two 501(c)(3) organizations to capture future financial commitments will be another way to financially expand our programmatic reach and become less reliant on traditional membership dues.

SECTION 04 Program Synopses

SECTION 4 | PART 1: FORSYTH WORKS

1. PROGRAM NAME

Forsyth Works



2. IMPACT AREA(S) ADDRESSED

Education and Talent Development Programs
Economic Mobility Efforts

[VISIT FORSYTHWORKSNC.COM](https://www.forsythworksnc.com)



Program Materials
Marketing Materials
Budget

3. PROGRAM/INITIATIVE SUMMARY

Greater Winston-Salem Inc. in close partnership with other workforce development entities, is creating a sustainable and co-located workforce training system that synchronizes education and training from partner entities with the demands of our local employers in our regional economy. Career pathways synthesize talent and skills needed for in-demand occupations in five major industries of Forsyth County. Along with easy-to-navigate pathways, this initiative will also secure employer commitments to hire upon the job seeker's successful completion of skills-training and relevant industry-sought credentials. In addition to securing employer commitments, this initiative will also look to partner with other organizations to secure much-needed wrap-around services to combat the barriers to training, education, and employment, like childcare, transportation, and career navigation. Lastly, outreach and recruitment will focus heavily on equity within Forsyth County and ensuring traditionally underserved populations are prioritized in these programs and resources.

4. NEEDS IDENTIFICATION

We know that workforce development is critical to the future success of our community. Forsyth Works NC was created to provide a local workforce and education initiative to foster relationships with businesses and provide awareness of career opportunities throughout Winston-Salem and Forsyth County. As we seek to attract industry growth in leading industries like healthcare and advanced manufacturing, our recruitment strategy needs to address skilled talent. With Forsyth Works, we are helping close skill gaps to serve our current employers and attract new investment here. We are also helping to generate jobs typically above the average wage in Forsyth County and opening more opportunities for residents to earn family-sustaining wages. Through these outcomes, Forsyth Works is designed to address key community needs.

SECTION 04 Program Synopses

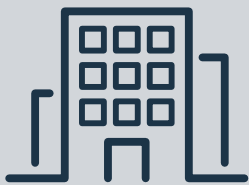
SECTION 4 | PART 1: FORSYTH WORKS

5. PROGRAM OBJECTIVES

- Create sustainable talent pipelines for five major industries in Forsyth County.
- Work with employers to identify the most in-demand occupations and skills gaps.
- Work with community partners to secure wrap-around services to combat barriers to education, training, and employment.
- Make information, programs, and resources easily accessible for job seekers.
- Deliver technical assistance for employers on skills-based hiring and upskilling practices.
- Develop processes to translate employer needs into training and education models.

6. METHODOLOGY

Through the creation of Forsyth Works NC, Greater Winston-Salem Inc. is strengthening community partnerships to enhance educational opportunities and workforce success while facilitating economic growth and economic diversification in Winston-Salem and Forsyth County. This is being achieved through three main initiatives:



WORKFORCE HUB

Greater Winston-Salem Inc. is co-located with Forsyth Tech's Small Business Center to provide the community access to supportive services in a single location.



CAREER PATHWAYS

Employers and community partners collaborate to develop easily-accessible career pathways along with associated degree and credential offerings for job seekers to advance in the workforce.



UNIFIED BRAND

A unified marketing campaign eases access to workforce resources for job seekers and employers, showcasing the resources available throughout the community.

SECTION 04 Program Synopses

SECTION 4 | PART 1: FORSYTH WORKS

7. COMMUNICATIONS

- Communicate with partners to align service delivery and messaging.
- Build a contact list through newsletter sign-ups to grow the audience for Forsyth Works updates.
- Market the initiative broadly across the community with a focus on reaching traditionally underserved populations: social media, print and digital advertising, search engine optimization, community event sponsorships like career fairs and business expos, and advertising on our local transit authority vehicles and billboards are a few examples of our marketing strategy.

8. EVALUATION

With Forsyth Works workforce development programming beginning in 2023, the launch of the Forsyth Works brand and website in March 2024, and the opening of the co-located hub in April 2024, robust results are already evident with anticipated growth expected.

255

EVENT ATTENDEES

Topics for individuals and job seekers include resume reviews, workplace communication, transferable skills, aging workers, and more. Topics for employers include second-chance hiring, expanding talent pipelines, transportation benefits, work-based learning, and more.

267,000+

MARKETING IMPRESSIONS

The initial launch of advertising and community outreach has reached 267,000+ impressions through a multi-channel advertising campaign. Additional coverage was earned through media reports and partner announcements.

2,500+

WEBSITE USERS

Since the ForsythWorksNC.com website went live in Mid-March, it has begun to gain awareness with community members with 2,700+ visitors to-date.

Through newsletter signups, we can determine that the users are distributed between employers and job seekers.

SECTION 04 Program Synopses

SECTION 4 | PART 2: CAREER-READY YOUTH

1. PROGRAM/INITIATIVE NAME

Work-Ready Youth

2. IMPACT AREA(S) ADDRESSED

Community/Social Impact
Building a Better Equipped Workforce



Program Materials
Marketing Materials
Program Budget



FALL 2023 ASPIRE COHORT

3. PROGRAM/INITIATIVE SUMMARY

Greater Winston-Salem Inc. administers a cluster of programs that support high school students in becoming career-ready. Individual programs are part of Greater Winston-Salem Inc.'s comprehensive youth initiative highlighting career-ready preparedness and graduation support. These programs are carried out in partnership with Winston-Salem/Forsyth County Schools.



An annual two-day event that welcomes all school system 8th and 10th graders to explore career pathways and connect with employers in leading industries.



A mentor-driven dropout prevention program supporting students who are at risk of not earning their high school diploma.



A paid internship program with a work-ready curriculum preparing students for internships and the workforce.

SECTION 04 Program Synopsis

SECTION 4 | PART 2: CAREER-READY YOUTH

4. NEEDS IDENTIFICATION

The target audience for this initiative is high school students, with a focus on Title I schools. Each program plays a key role in the need for advancing access to education and career opportunities that contribute to interrupting the cycle of intergenerational poverty. This furthers our organization's efforts in building a thriving talent pipeline for area businesses and increasing workforce participation in Forsyth County.

High school graduates have the opportunity to make higher earnings than those without a diploma. As Greater Winston-Salem Inc. works to interrupt the cycle of intergenerational poverty through our programming, we recognize that education is a key component. The graduation rate for Winston-Salem/Forsyth County Schools has continued to rise as a result of the contribution and success of the Senior Academy.

In addition to keeping students in school, experiential learning and the ability to access opportunities support the idea that high school graduation is not the finish line, but the starting point. Greater Winston-Salem Inc. presents the World of Work event that exposes 8th and 10th graders to career pathways in Forsyth County and programs, such as ASPIRE WS, that offer students the chance to prepare to enter the workplace and secure summer internships.

5. PROGRAM OBJECTIVES

WORLD OF WORK

The goal of this event is to expose over 5,000 students to career pathways. Students can interact with businesses and educational institutions to learn more about careers that interest them and how to get there. This event also impacts student decision-making about course selection on registration for the upcoming academic year and compliments their career inventories taken before the event.

SENIOR ACADEMY

The goal of this program is to prevent at-risk seniors from dropping out of high school by providing them a mentor to guide them through their educational journey. In addition, because this is a mentor-driven program, 125 or more mentors must be recruited, trained, and receive background approval to work with students. All participating students are eligible to attend two Behind the Scenes career-ready field trips and shop for business attire at a local retailer education sponsor.

SECTION 04 Program Synopsis

SECTION 4 | PART 2: CAREER-READY YOUTH

ASPIRE WS

The purpose of this program is to expose students to paid career-ready preparation and work-based learning opportunities. Our goal is to serve 150 students per year through the ASPIRE Work Ready Credential and offer a minimum of 30 summer internships by partnering with local host companies. Both Senior Academy and ASPIRE WS serve all Title I high schools in the district.

6. METHODOLOGY

WORLD OF WORK

- Work with the school system to secure transportation to and from the event for all students.
- Collaborate with the WoW planning team comprised of Forsyth Works partners, including the school system, Forsyth Technical Community College, Goodwill NWNC, and Forsyth County Government.
- Recruit sponsors, local businesses, and educational institutions to participate in the event.
- Marketing of the event through local media outlets, social media, etc.



EAST FORSYTH GRADUATE WITH HIS MENTOR

SENIOR ACADEMY

- Grassroots efforts to recruit mentors including community fairs, colleges and universities, Greater Winston-Salem Inc. members, networking with area businesses and community organizations.
- Partner with Student Services and guidance counselors to identify at-risk students.
- Apply for grants and recruit sponsors for “Behind the Scenes” to provide transportation, meals, and business attire through the program.

SECTION 04 Program Synopses

SECTION 4 | PART 2: CAREER-READY YOUTH

ASPIRE WS

- Student recruitment through parting with individual school site coordinators to schedule info sessions with students, classroom visits, lunch visits, etc.
- Business recruitment efforts through Greater Winston-Salem Inc. members, networking with area businesses and community organizations.
- Secure additional funding for student transportation.
- Identify and vet transportation providers for students.
- Continuous review of career-ready curriculum to ensure alignment with student and employer needs.

7. COMMUNICATIONS

WORLD OF WORK

- The event is communicated to students in the classroom through teachers and Career & Technical Education (CTE) representatives.
- The event is communicated to parents/guardians through field trip forms, Peachjar, and other school communications.
- The event is communicated to businesses and educational institutions through recruitment, including grassroots efforts of directly contacting our members and organizations throughout the community.
- The event is communicated throughout the community by news outlets, social media, websites, newspapers, and radio.



CLICK TO VIEW A SHORT VIDEO ABOUT THE WORLD OF WORK

SECTION 04 Program Synopsis

SECTION 4 | PART 2: CAREER-READY YOUTH

SENIOR ACADEMY

- Communication for this program is initiated by Greater Winston-Salem Inc. with each school at the beginning of each academic year.
- School graduation coaches and/or guidance counselors identify at-risk students and communicate with the student who voluntarily agrees to participate in the program.
- The school representative communicates student information with the program manager.
- Students communicate with parents/guardians and must have a waiver signed.
- Mentor/mentee matches are made during the first half of the school year and communicated by the program manager.
- Mentor recruitment is year-round and is communicated through efforts described in Section 6.

ASPIRE WS

- Communication for this program is initiated by Greater Winston-Salem Inc. with each school at the beginning of each academic year.
- The program manager communicates with each school's site coordinator to schedule time to recruit students.
- Student communication takes place in multiple forms including one-on-one meetings, group meetings, grade-level meetings, lunchroom tables, etc.
- Students communicate with parents/guardians and must have a waiver signed.
- The Winston-Salem/Forsyth County school system uses Peachjar to communicate the program to parents/guardians at participating schools.
- Host company recruitment is year-round and is communicated through grassroots efforts described in Section 6.
- The program manager communicates with host companies throughout each term and during summer internships to monitor student progress.

SECTION 04 Program Synopses

SECTION 4 | PART 2: CAREER-READY YOUTH

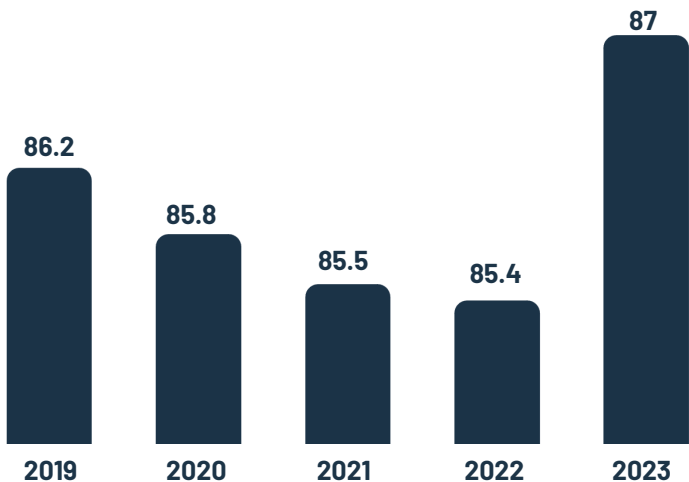
8. EVALUATION

WORLD OF WORK

This event serves over 5,000 students by offering experiential learning opportunities from employers representing the six main target industries in Forsyth County including advanced manufacturing, aviation/aerospace, business services, construction, healthcare/life sciences, and technology.

- Student outcomes include increased preparation for registration and coursework in K12 and beyond, as well as building foundational relationships with area businesses and learning about in-demand careers.
- Business outcomes include creating relationships with students who are the future workforce and building sustainable talent pipelines.
- Economic outcomes include promoting a career-ready community and increasing interest in career development, resulting in increased workforce participation.

Winston-Salem/Forsyth County Schools GRADUATION RATE



PROGRAM SUCCESSES SINCE 2007

2,225
STUDENTS THAT HAVE COMPLETED SENIOR ACADEMY & EARNED HIGH SCHOOL DIPLOMA

98%
OVERALL SENIOR ACADEMY GRADUATION RATE

3,700
MENTORS FROM LOCAL BUSINESSES AND THE COMMUNITY HAVE VOLUNTEERED IN THE PROGRAM.

SECTION 04 Program Synopses

SECTION 4 | PART 2: CAREER-READY YOUTH

ASPIRE WS

Since 2021, ASPIRE WS has continued to grow and evolve. This includes the addition of the ASPIRE Work Ready Credential to the paid internship program. Workforce preparation and experiential learning opportunities for high school juniors and seniors are critical to achieving upward mobility and interrupting the cycle of intergenerational poverty in our community. Students participating in an internship through ASPIRE WS have received employability training, including composing their resumes, participating in interview sessions with employer partners, and learning new information and skills needed to complete an internship and become workplace-ready.

PROGRAM SUCCESSES SINCE 2021

202

COMPLETED
EMPLOYABILITY
TRAINING &
INTERVIEWED FOR
INTERNSHIPS

114

OFFERED OR PLACED
INTO AN INTERNSHIP

105

COMPLETED AN
INTERNSHIP

31

PARTICIPATING
HOST
COMPANIES



ASPIRE WS INTERN AT ALLEGACY FEDERAL CREDIT UNION



ASPIRE WS INTERN AT NOVANT HEALTH

Let's Reimagine, Together.



GREATER WINSTON-SALEM INC.

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