

## Program Overview

Completed by nreed@winstonsalem.com on 4/20/2022 8:31 AM

**Case Id:** 15228

**Name:** GWS Foundation 2022 - 2022

**Address:** \*No Address Assigned

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### Program Overview

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Please provide the following information.



City of Winston-Salem  
ARPA Transformational  
Non-Profits Application

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
336-727-8000  
[ARPA@cityofws.org](mailto:ARPA@cityofws.org)

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

#### Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

#### Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

### Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

### Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: [www.cityofws.org/clfrf](http://www.cityofws.org/clfrf)

### Contact Information

For any questions or concerns, please email [ARPA@cityofws.org](mailto:ARPA@cityofws.org) or call City Link at 336-727-8000.

## A.Contact Information

Completed by nreed@winstonsalem.com on 4/25/2022 1:20 PM

Case Id: 15228

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### A.Contact Information

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Please provide the following information.

#### ORGANIZATION/AGENCY INFORMATION

##### A.1. Organization/Agency Name

Greater Winston-Salem Development Corp

##### A.2. Mailing Address

411 West Fourth St, Suite 211 Winston-Salem, NC 27101

##### A.3. Organization Website

winstonsalem.com

##### A.4. Year 501 (c)(3) Status Obtained

2,003

##### A.5. Organization/Agency Fiscal Year

2,022

##### A.6. Federal Tax ID Number

##### A.7. Federal DUNS Number

##### A.8. Federal SAM Registered?

Yes

#### ORGANIZATION/AGENCY CONTACT INFORMATION

##### EXECUTIVE DIRECTOR

##### A9. First Name

Mark

##### A10. Last Name

Owens

##### A11. Title

President & CEO

##### A12. E-mail

markowens@winstonsalem.com

##### A13. Phone Number

(336) 728-9243

##### BOARD CHAIR

##### A14. First Name

David

##### A15. Last Name

Neill

##### A16. E-Mail

info@winstonsalem.com

##### A17. Phone Number

(336) 728-9243

##### A18. Term Expiration Date

12/31/2022

## B. General Project Information

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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

#### B.1. Project/Program Title

Workforce / Economic Development Project

#### B.2. Project Location/Address

411 W 4th St, Suite 211 Winston-Salem, NC 27101

### PROJECT CONTACT/MANAGER

#### B3. First Name

Nick

#### B4. Last Name

Reed

#### B5. Title

CFO

#### B6. E-Mail

nreed@winstonsalem.com

#### B7. Phone Number

(336) 728-9241

## C. General Project Narrative

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### C. General Project Narrative

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Please provide the following information.

#### C.1. Provide description of project and how funds will be used

Greater Winston-Salem Inc. plans to use the City ARPA funds to further our 2030 strategic plan to (1) be a top mid-size city for economic growth; (2) be a more equitable community by using education initiatives and community partnerships to increase economic equity and mobility for all Winston-Salem residents; (3) and be the best place to raise a family. With the funds made available with the City ARPA funds, Greater Winston-Salem Inc plans to tackle these initiatives two fold. First, Greater Winston-Salem Inc plans to hire a team member that will help to foster new and strengthen existing relationships within the business community in traditionally underserved areas. This individual will be instrumental in reaching out to the underserved community to ensure that individuals and employers are aware of opportunities and resources. Secondly, Greater Winston-Salem Inc., in close partnership with other workforce development entities such as Forsyth Tech and Goodwill, will create 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. This transformative program will provide a centralized location for workforce development opportunity and resource navigation. Career pathways will 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 job seeker's successful completion of skills trainings 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 population are prioritized in participation of programs and resources.

#### C.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome from participation?

Potential outcomes include:

- o Increased participation in partnered organization's workforce development programs (Learn and Earn models, skills training programs, credential and certification programs, and internal upskilling and reskilling models)
- o Increased community awareness of workforce development resources
- o Increased employer engagement in workforce training and education
- o Creation of sustainable talent pipeline for 5 major industries for local businesses

#### C.3 Total estimated number of unique participants to be served annually

100

#### C.4. Will program beneficiaries be only residents of Winston-Salem?

No

#### Describe the other areas (counties) that will benefit

The program will serve the residents of Forsyth County with specific focuses on QCT's

**Estimate the percentage of beneficiaries that will be residents of Winston-Salem**

85.00 %

**TOTAL FUNDING REQUEST**

**C.5. Total Operating Funding Request**

\$1,120,500.00

**C.6. Total Capital Funding Request**

\$5,000.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

July 2022 - December 2026

**C.8 Operating Spending Timeframe**

July 2022 - December 2026

## D. Project Budget Categories

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### D. Project Budget Categories

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Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Lease & Improvements	\$400,000.00
Program Outreach	\$115,000.00
Position creation / GWS personnel costs	\$540,000.00
Indirect Costs	\$65,500.00
	\$1,120,500.00

Capital Costs	Total
Computer / Equipment	\$5,000.00
	\$5,000.00

### PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
City ARPA Funding	\$1,125,500.00
County ARPA Funding	\$2,500,000.00
	\$3,625,500.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

**Note: capital revenues and expenditures must be balanced (be equal)**

Capital	Total
City ARPA Funding	\$1,125,500.00
County ARPA Funding	\$2,500,000.00
	\$3,625,500.00

## E. Demographic and Geographic Distribution

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### E. Demographic and Geographic Distribution

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Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

50.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.



## F. Alignment to Strategic Plan

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## F. Alignment to Strategic Plan

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Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

### Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

### Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

### Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

**F.1. Please select the primary priority from the list above addressed by your project/program.**

Tier 1

**F.2. Please select the secondary priority from the list above addressed by your project/program.**

Tier 1

**F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you**

**selected.**

The goal of this program is to continue to strengthen community partnerships that will enhance educational opportunities and workforce success. Activities to execute this plan and intended outcomes include but are not limited to: (1) Working with employers to identify most in-demand occupations and skills gaps, (2) Working with community partners to secure much-needed wrap-around services to combat barriers to education, (3) training, and employment, (4) Making information, programs, and resources easily accessible for job seekers, (5) Developing processes to translate employer needs to training and education models, (6) Developing systems to measure and track outcomes, (7) Delivering technical assistance for employers on skills-based hiring and internal upskilling and reskilling practices, (8) Leveraging additional funds from major employers and local foundations.

## G. Collaboration

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### G. Collaboration

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Please provide the following information.

**Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.**

**G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?**

3+

**G.2. Please provide the names of the organizations and the roles they will serve in the project/program?**

In addition to working with our business community, some of the organizations we plan to partner with include but are not limited to the following: Forsyth County, Forsyth Tech, Goodwill, local businesses and WS/FCS. We plan to leverage our resources to create 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.

## H. Administration/Reporting

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### H. Administration/Reporting

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Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

#### H.1. Please clearly define the workload and outcome measures that are associated with your project/program

Workload	The goal of this program is to strengthen community partnerships that will enhance educational opportunities and workforce success while facilitating growth and economic diversification in Winston-Salem and Forsyth County - directly tying to both our mission and vision. The newly created position will focus on the underserved population and QCTs to provide the necessary training and education to assist in the entry into the workforce.
Effectiveness/Outcome	Exact metrics to be decided upon by all partnering entities, but potential metrics include: <ul style="list-style-type: none"><li>- Number of community members served</li><li>- Number of QCT members served</li><li>- Number of QCT businesses served</li><li>- Number of community members successful placed</li><li>- Number of employers engaged</li><li>- Number of Career Pathways created</li><li>- Various marketing metrics associated with unified brand</li></ul>

#### H.2. Does the project/program use evidence-based interventions?

No

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



Risk Matrix

Risk Assessment - City ARPA\_04202022.xlsx

# I. Capacity

Completed by nreed@winstonsalem.com on 4/25/2022 1:21 PM

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## I. Capacity

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Please provide the following information.

**An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.**

### **I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.**

Greater Winston-Salem Inc's mission is to initiate, influence, engage and empower community leadership to create economic growth and prosperity for all. Our 2030 vision includes making Winston-Salem the top mid-size city in the Southeast, a more equitable community and the best place to raise a family. The goal of this program is to strengthen community partnerships that will enhance educational opportunities and workforce success while facilitating growth and economic diversification in Winston-Salem and Forsyth County - directly tying to both our mission and vision.

### **I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.**

GWS has successfully implemented several programs and initiatives that provide local workforce and education initiatives that promote student achievement, and create career awareness. GWS has had a long standing contract with the Winston-Salem/Forsyth County School System as well as partnerships with local businesses to ensure the necessary financing and resources to successfully accomplish the programs stated goals. Programs include but are not limited to:

- ASPIRE Program
- Senior Academy
- Career Readiness Workshops
- Workforce Council
- Career Days

Partner programs include Forsyth Tech's Leap Program and Goodwill's skills training among other qualified programs.

### **I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome**

Activities to execute this plan and intended outcomes include but are not limited to:

- Working with employers to identify most in-demand occupations and skills gaps
- Working with community partners to secure much-needed wrap-around services to combat barriers to education, training, and employment
- Making information, programs, and resources easily accessible for job seekers
- Developing processes to translate employer needs to training and education models
- Developing systems to measure and track outcomes
- Purchasing necessary capital to support existing training models
- Delivering technical assistance for employers on skills-based hiring and internal upskilling and reskilling practices
- Leveraging additional funds from major employers and local foundations

**I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.**

Exact metrics to be decided upon by all partnering entities, but potential metrics include:

- Number of community members served
- Number of QCT members served
- Number of QCT businesses served
- Number of community members successful placed
- Number of employers engaged
- Number of Career Pathways created
- Various marketing metrics associated with unified brand

## J. Impact/Community Need

Completed by nreed@winstonsalem.com on 4/25/2022 1:21 PM

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### J. Impact/Community Need

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Please provide the following information.

**Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be**

**J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.**

With an unemployment rate just above 3% and more than 15,000 jobs currently open in Winston-Salem / Forsyth County, now more than ever, workforce development is critical to the future success of our community.

**J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.**

Provide a local workforce and education initiative to foster relationships with businesses and provide awareness of opportunities throughout the Winston-Salem Forsyth County community to better understand workforce needs and provide the necessary training / education programs to our local community to combat the barriers to education, training and employment. In the short term, the program would increase community members receiving workforce training and subsequent workforce placements.

**J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.**

The long term goal for this program is to create a sustainable workforce pipeline leading to a more equitable community for all. By getting traditionally underserved populations additional education, training and into the workforce we hope to stop the cycle of intergenerational poverty for many families. GWS expects that as the program matures more community members will be positively impacted by some aspect of the program as community members learn about opportunities and witness first hand the positive culture that can be created when we are able to collaborate and share resources for the greater good of the members of our community. As noted in the City's Strategic Plan, "economic vitality and diversity requires a healthy local economy that serves all segments of the population and provides the monetary resources necessary to support the community." This program will work towards that aim.

**J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.**

Through community outreach which would include but not limited to workforce development programs, hiring events and educational sessions, GWS plans to track the number of community members served, number of community members successful placed, and number of employers engaged. The majority of the programs would target the underserved community in Winston-Salem and would provide metrics specific to individuals that live in the QCT. As available, we will also track wages and benefits of those placed.

## K. Funding Stability

Completed by nreed@winstonsalem.com on 4/25/2022 1:21 PM

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### K. Funding Stability

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Please provide the following information.

**Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).**

**K.1. Have your organization's operating revenues covered operating expenses the last three years?**

Yes

**K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?**

0.00 %

**K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?**

64.00 %

**K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.**

After the expiration of ARPA funds, we believe that the positive impact that this program will have on our community will attract investments from our community leaders that will help to continue to fund and develop this opportunity. The metrics that we will be able to track during the ARPA funding period will be tangible information that we can market and gain support from community leaders. Other funding opportunities will be sought during the course of the ARPA funding period to ensure sustainability.

**K.5. Please attach commitment letters from other organizations showing financial support for the project/program.**



Commitment Letters

*\*\*No files uploaded*



## L. Representation

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### L. Representation

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Please provide the following information.

**Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels**

**L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.**

Name	Race	Ethnicity	Gender Identification
Cathy Pace			
Janet Spriggs			
John Davenport			
Todd Hall			
Steve Lineberger			
Mamie Sutphin			
Sam Metzler			
David Neill			

## M. Required Documents

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### M. Required Documents

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Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

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### Documentation

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**Code of Conduct/Conflict of Interest Policy \*Required**

GWSI Employee Handbook.pdf

**Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service \*Required**

Winston-Salem Business Inc (Dev Corp) 2020 990.pdf

**Organization By-Laws \*Required**

Bylaws of WSBI.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation - Clty.pdf

Greater Winston-Salem Development Corp. - Articles of Amendment filed 5-26-21.pdf

**Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**

Expense Reports Travel Policy.pdf

GWS - Procurement Policy.pdf

GWSI Employee Handbook.pdf

GWS Responsibilities Matrix.xlsm

**IRS 501(c)3 Designation Letter \*Required**

WSBI Exemption Letter.pdf

**Most recent audited financial statements or a third-party review \*Required**

SAS 114.final.pdf

audit-20.final.pdf

**North Carolina Secretary of State - Current and Active Status \*Required**

North Carolina Secretary of State Search Results.pdf

## N. Submit

Completed by nreed@winstonsalem.com on 4/25/2022 1:44 PM

**Case Id:** 15228

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## N. Submit

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Please provide the following information.

I certify that all information entered into this application is true.

Nick Reed

Electronically signed by nreed@winstonsalem.com on 4/25/2022 1:21 PM

04/25/2022