

Exhibit B - Transformational Phase Process Scoring Matrix and Guide

Scoring Matrix

Points	Demographic Distribution	Strategic Plan	Collaboration	Administration/Reporting	Capacity	Impact/Community Needs	Funding Stability	Representation
	15	15	10	10	20	15	10	5
0	Does not demographically distribute resources/services	Does not align with existing strategic plan	No stakeholders identified	Very difficult to monitor the project and report on outcomes	Has little to no capacity to implement project	No/unclear impacts on community needs	Has no other sources of income (creates funding dependency)	Neither the minimum minority or gender demographics of the Executive Leadership and Board meet city demographics
3	Somewhat demographically distributes resources/services	Somewhat aligns with existing strategic plan	Some stakeholders identified, but lacking existing partnerships and cross-sector collaboration	Somewhat difficult to monitor the project and report on outcomes	Has some/medium capacity to implement project	Some clear long-term impacts on community needs	May have other sources of income (may have funding dependency)	If the minority OR gender demographics of the Executive Leadership and Board meets or exceeds community demographics
5	Demographically distributes resources/services	Align well with existing strategic plan	Stakeholders already engaged from multiple sectors	Easy to monitor the project and report on outcomes	Has full capacity to implement project	Clear long-term impacts on community needs that are defined and measurable	Has other sources of income or clear opportunity for future income sources (does not create funding dependency)	If both the minority AND gender demographics of the Executive Leadership and Board meets or exceeds community demographics

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Matrix Criterion	Weight	Definition	Scoring Guide		
			0	3	5
<a href="#">Demographic Distribution</a>	15%	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 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.	The program/service is not provided in a QCT, OR to beneficiaries that live within a QCT, OR to residents that earn less than 60 percent of AMI, OR 25 percent of program participants are not below the federal poverty line.	The program/service is not provided in a QCT or to beneficiaries that live within a QCT, but it does serve residents that earn less than 60 percent of AMI or 25 percent or more of the participants are below the federal poverty line.	The program/service is provided in a QCT or to residents that live within a QCT.
<a href="#">Strategic Plan</a>	15%	<p>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. The City of Winston-Salem's strategic plan includes three (3) tiers of objectives:</p> <p style="text-align: center;">Tier 1:</p> <ul style="list-style-type: none"> <li>• Focus on job creation/sustainability and workforce development</li> <li>• Collaboration and funding for pre-K opportunities</li> <li>• Funding for affordable housing</li> <li>• Funding for economic development</li> </ul> <p style="text-align: center;">Tier 2:</p> <ul style="list-style-type: none"> <li>• Poverty reduction/cessation</li> <li>• COVID reopening plan</li> <li>• Community engagement (Power of connections)</li> <li>• Funding for arts</li> </ul> <p style="text-align: center;">Tier 3:</p> <ul style="list-style-type: none"> <li>• Community fundraising</li> <li>• Environmental initiatives</li> <li>• Address digital divide</li> <li>• Address childcare needs</li> <li>• Neighborhood maintenance</li> <li>• Organization efficiency and public-private partnerships</li> <li>• Law enforcement reform</li> </ul>	The purpose and intended use of the grant funds requested by the organization does not align with any of the strategic plans or goals outlined by the City.	The purpose and intended use of the grant funds requested by the organization aligns with the Tier 2 or 3 objectives of the City's strategic plan or goals.	The purpose and intended use of the grant funds requested by the organization aligns with the Tier 1 objectives of the City's strategic plan or goals.
Collaboration	10%	Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.	The organization will not be using the funds to deliver services or programs in collaboration with any external partners, organizations, or stakeholders.	The organization will be using the coronavirus local recovery funds to deliver services or programs in collaboration with one (1) external partner, organization, or stakeholder.	The organization will be using the coronavirus local recovery funds to deliver services or programs in collaboration with two (2) or more external partners, organizations, or stakeholders.
<a href="#">Administration/Reporting</a>	10%	Funds must be spent in a manner consistent with the U.S. Treasury's Coronavirus Local Fiscal Recovery Fund's Compliance and Reporting Guidance. The administration/reporting criterion has three core elements: 1) the organization/projects development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization/project risk. Organizations that lack these elements and have higher risk will require greater subrecipient monitoring by the City.	The organization/project contains one or no elements of administration/reporting. Elements including having clear performance indicators and measurable outcomes, using evidenced-based interventions, and having a low-level of risk.	The organization/project contains two elements of administration/reporting. Elements include having clear performance indicators and measurable outcomes, using evidenced-based interventions, and having a low-level of risk.	The organization/project passes all three elements of administration/reporting. It has clear performance indicators and measurable outcomes, uses evidenced-based interventions, and has a low level of risk.
Capacity	20%	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, as well its plan for implementation and assessment of project success.	The organization's mission and vision does not align with the proposed project. There is very little or no existing internal infrastructure to support it, no plan for implementation or assessment of project success	The organization's mission and vision aligns with the proposed project, and existing internal infrastructure exists to support it, but the plan for implementation and assessment of project success is vague and undetailed.	The organization's mission and vision aligns with the proposed project, existing internal infrastructure exists to support it, and the plan for implementation and assessment of success is salient and detailed.

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Impact/Community Needs	15%	Impact/Community needs concern whether or not the proposed project will address an identified need within the community and that the organization has determined what the short term (One year) and long term (3 years) impact of this project will be.	The organization's proposed project does not support an identified need within the community and has either not identified what the short term or long term impact will be, or the identified short term or long term impact is not sufficient.	The organization's proposed project supports an identified need within the community and has identified the short term and long term impact of the project but it is vague, and is difficult to measure.	The organization's proposed project supports an identified need within the community and has identified the short term and long term impact of the project that is well defined and measurable.
Funding Stability	10%	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.	Organization does not demonstrate successful revenue stability for general operations for at least three years (must have revenue from grants outside one-time funding model) or does not have a plan for program revenue other than use of City ARPA funds.	An entity displays organizational funding stability by showing at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity has a reasonable plan to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions) but may not yet have specific commitments for the program/project.	An entity displays organizational funding stability by showing at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity demonstrates 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).
Representation	5%	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 governments 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.	If an organizations' Executive Leadership and Board does not meet the minimum minority demographics and gender demographics of the city, no points will be awarded.	If an organizations' Executive Leadership and Board meets or exceeds either the minority demographics OR gender demographics of the city, 3 points will be awarded.	If an organizations' Executive Leadership and Board meets or exceeds both the minority demographics and gender demographics of the city, 5 points will be awarded.

**100%**

#### Notes:

1. Qualified Census Tracts (QCT): The U.S. Department of the Treasury's Interim Final Rule dictates that QCT's are "a common, readily accessible, and geographically granular method of identifying communities with a large proportion of low-income residents." Link to QCTs map: <https://mapf.maps.arcgis.com/apps/webappviewer/index.html?id=13dca217228f4e9194b5b3a565b120a1>

2. Area Median Income (AMI). Information about AMI can be found here: <https://www.huduser.gov/portal/datasets/il.html>

[very-economic-mobility/poverty-guidelines/prior-hhs-poverty-guidelines-federal-register-references/2020-poverty-guidelines](https://www.huduser.gov/portal/datasets/il.html)

≥ evaluated using the City's risk assessment.

ite (44%) Black (32%) Hispanic (17%) Multiracial (4%) Asian (2%) Female (53%) Male (47%)

#### 6. Examples of Representation:

1 CEO and 9 Board Members. 6 minority (60%) 4 white (40%). 7 men (70%) 3 women (30%).

Winston-Salem Demographics: white 44% minority 52% men 47% women 53%.

Agency would receive 3 points because the minority demographics reach 60% but the women demographic only reaches 30%

1 CEO 13 Board Members. 8 white (57%) 6 minority (43%). 5 men (35%) 9 women (64%).

Winston-Salem Demographics: white 44% minority 52% men 47% women 53%.

Agency would receive 3 points because the Womens' demographics reach 64% but the minority demographic only reaches 43%

1 CEO 9 Board Members. 7 minority (70%) 3 white (30%). 8 women (80%) 2 men (20%).

Winston-Salem Demographics: white 44% minority 52% men 47% women 53%.

Agency would receive 5 points because minority demographic reaches 70% and Womens' demographic reaches 80%.