

Scoring Matrix and Guide

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 <ul style="list-style-type: none"> <li>• Collaboration and funding for pre-K opportunities</li> <li>• Funding for affordable housing</li> <li>• Funding for economic development</li> </ul> </li> </ul> <p style="text-align: center;">Tier 2:</p> <ul style="list-style-type: none"> <li>• Poverty reduction/cessation <ul style="list-style-type: none"> <li>• COVID reopening plan</li> </ul> </li> <li>• Community engagement (Power of connections) <ul style="list-style-type: none"> <li>• Funding for arts</li> </ul> </li> </ul> <p style="text-align: center;">Tier 3:</p> <ul style="list-style-type: none"> <li>• Community fundraising</li> <li>• Environmental initiatives <ul style="list-style-type: none"> <li>• Address digital divide</li> <li>• Address childcare needs</li> </ul> </li> <li>• Neighborhood maintenance</li> <li>• Organization efficiency and public-private partnerships <ul style="list-style-type: none"> <li>• Law enforcement reform</li> </ul> </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.
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%

**Scoring Matrix**

<b>Points</b>	<b>Demographic Distribution</b>	<b>Strategic Plan</b>	<b>Collaboration</b>	<b>Administration/Reporting</b>	<b>Capacity</b>	<b>Impact/Community Needs</b>	<b>Funding Stability</b>	<b>Representation</b>
	<b>15</b>	<b>15</b>	<b>10</b>	<b>10</b>	<b>20</b>	<b>15</b>	<b>10</b>	<b>5</b>
<b>0</b>	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
<b>3</b>	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
<b>5</b>	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

**ARPA**  
**TRANSFORMATIONAL**  
**GRANT APPLICANTS**

**BY SCORING TIER**

**ARPA Transformational Grant Applications -by Scoring Tier**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15060	The Salvation Army of Greater Winston Salem	Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club	\$ 539,896.59	\$ 454,138.00	\$ 994,034.59	Child Care/Youth Programming	Tier 3: Child Care Needs	First	61	-	991,665
15222	United Way of Forsyth County	Partnership for Prosperity - Moving Families Forward	\$ 150,000.00	\$ 350,000.00	\$ 500,000.00	Health Care	Tier 2: Poverty Reduction	First	72	-	400,000
15182	YWCA of Winston-Salem & Forsyth County	Juvenile Crime Prevention	\$ -	\$ 459,760.00	\$ 459,760.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	81	-	-
15279	S.G. Atkins Community Development Corp.	Salem Cohousing Project	\$ 600,000.00	\$ -	\$ 600,000.00	Housing	Tier 1: Affordable Housing	First	51	-	-
15069	Goler Community Development Corporation / Winston-Salem Black Chamber of Commerce	TechCareers	\$ -	\$ 500,926.00	\$ 500,926.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	24	-	300,000
15152	Flywheel Foundation	Retail Lab Winston	\$ -	\$ 75,000.00	\$ 75,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	21	30,700	-
15065	HOPE of Winston-Salem	H.O.P.E. of Winston-Salem, Help our People Eat	\$ -	\$ 75,000.00	\$ 75,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	31	-	-
15151	Triangle Residential Options for Substance Abusers, Inc. (TROSA)	TROSA-Triad Campus Phase II Development	\$ 500,000.00	\$ -	\$ 500,000.00	Health Care	Tier 1: Job Creation/Workforce Development	First	70	-	275,000
15185	IFB Solutions (trade name of Winston-Salem Industries for the Blind)	Job Training and Employment for People Who are Blind	\$ -	\$ 300,000.00	\$ 300,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	33	-	-
15203	Samaritan Ministries	Project Cornerstone	\$ -	\$ 50,000.00	\$ 50,000.00	Homelessness	Tier 2: Poverty Reduction	First	53	-	-
15107	YMCA of Northwest North Carolina	YMCA REACH Center	\$ 950,000.00	\$ -	\$ 950,000.00	Other	Tier 1: Job Creation/Workforce Development	First	79	1,000,000	-
15158	Old Salem, Inc.	Old Salem Museum & Gardens: Reopen Our Doors	\$ -	\$ 731,813.00	\$ 731,813.00	Arts/Tourism	Tier 2: COVID Reopening	First	46	-	783,750
15181	YWCA of Winston-Salem & Forsyth County	Hawley House	\$ 40,000.00	\$ 289,576.00	\$ 329,576.00	Health Care	Tier 2: Community Engagement	First	80	-	-
15061	Smart Start of Forsyth County	W.S. Childcare COVID-19 Relief Fund	\$ 300,000.00	\$ 1,625,787.10	\$ 1,925,787.10	Child Care/Youth Programming	Tier 3: Child Care Needs	First	56	-	3,826,406
15084	Triad Restorative Justice	Navigator Mentorship Program	\$ -	\$ 197,500.00	\$ 197,500.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	68	-	-
15157	National Cycling center	Cycling for Health, Recreation, Transportation and Visibility of Winston Salem	\$ -	\$ 481,800.00	\$ 481,800.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	43	-	-
15087	Kaleideum	STEAM Education Outreach	\$ 200,000.00	\$ 383,828.00	\$ 583,828.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	36	100,000	801,405
15188	Whole Man Ministries of NC	Housing 4 Our Heroes	\$ 450,000.00	\$ 16,000.00	\$ 466,000.00	Other	Tier 2: Poverty Reduction	First	76	35,000	679,000
15103	Second Harvest Food Bank of Northwest NC	Hunger for Change Capital Campaign	\$ 700,000.00	\$ -	\$ 700,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	53	-	825,785
15242	Work Family Resource Center dba Child Care Resource Center	Play and Learn Groups - Family Friend and Neighbor Caregivers	\$ -	\$ 156,726.00	\$ 156,726.00	Pre-K	Tier 1: Pre-K Opportunities	First	78	-	221,185
15091	YWCA of Winston-Salem & Forsyth County	Gateway to Economic Mobility (GTEM)	\$ -	\$ 1,001,871.00	\$ 1,001,871.00	Health Care	Tier 2: Poverty Reduction	First	80	-	-
15090	Crosby Scholars Community Partnership	Crosby Scholars Community Partnership	\$ 97,000.00	\$ 28,000.00	\$ 125,000.00	Education	Tier 2: Poverty Reduction	First	16	800,000	-
15136	Imprints Cares	Imprints Cares Family Resource Center for Children with Exceptional Needs	\$ 950,000.00	\$ -	\$ 950,000.00	Pre-K	Tier 1: Pre-K Opportunities	First	35	3,337,462	-
15163	greenNest	Essentials for Finally Home	\$ -	\$ 81,410.00	\$ 81,410.00	Other	Tier 2: Poverty Reduction	First	27	-	-
15161	Journee Bees Village	Community Bridge Connect	\$ -	\$ 387,000.00	\$ 387,000.00	Health Care	Tier 2: Poverty Reduction	First	35	-	-
15227	Sherman Academy	"Help Is On The Way"	\$ 30,000.00	\$ 318,000.00	\$ 348,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	55	-	-
15274	United Way of Forsyth County	Asset-Based Supportive Housing	\$ -	\$ 377,956.48	\$ 377,956.48	Homelessness	Tier 2: Poverty Reduction	First	74	-	377,956
15106	Habitat for Humanity of Forsyth County, Inc.	Stone Terrace II Road Infrastructure	\$ 675,000.00	\$ -	\$ 675,000.00	Housing	Tier 1: Affordable Housing	First	30	-	300,000
15130	Winston-Salem Center for Education and the Arts	Building infrastructure repair	\$ 70,000.00	\$ 9,000.00	\$ 79,000.00	Other	Tier 3: Community Partnership	First	77	-	-
15100	Neighborhood's Hands	Neighborhood's Hands Putting Residents Back To Work Workforce Development	\$ -	\$ 100,000.00	\$ 100,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	45	-	-
15201	Hope to Thrive	Hope To Thrive Trauma, Race and System Transformation	\$ -	\$ 84,000.00	\$ 84,000.00	Mentorship	Tier 2: Community Engagement	Second	32	-	-
15272	Guiding Institute for Developmental Education	GIDE - SWAG (Scholars of Winston-Salem Achieving Greatness)	\$ -	\$ 992,209.00	\$ 992,209.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	28	-	-
15273	Exchange Club Center For The Prevention Of Child Abuse Of North Carolina, Inc. (The Parenting PATH)	Short Term Counseling	\$ -	\$ 465,843.70	\$ 465,843.70	Health Care	Tier 2: Poverty Reduction	Second	20	-	-
15311	Bethesda Center for the Homeless	BCH Transformational Change for Life Accountability and Generational Stabilization	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Homelessness	Tier 2: Poverty Reduction	Second	6	-	-
15259	RiverRun International Film Festival	RiverRun Festival & Community Programming	\$ -	\$ 45,000.00	\$ 45,000.00	Arts/Tourism	Tier 2: Arts	Second	50	-	45,000
15125	Arts Council of Winston-Salem & Forsyth County	Improving Community Health and Resilience through the Arts - "There's No Place Like Home"	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Arts/Tourism	Tier 2: Arts	Second	3	4,500,000	-
15141	Acción Hispana dba Qué Pasa	Proyecto Mariposa (Project Butterfly)	\$ -	\$ 386,150.00	\$ 386,150.00	Other	Tier 2: Community Engagement	Second	1	-	-
15261	Boston-Thurmond Community Network	Boston-Thurmond United Initiative	\$ 3,694,500.00	\$ 821,003.00	\$ 4,515,503.00	Pre-K	Tier 1: Pre-K Opportunities	Second	9	-	1,005,875
15075	Senior Services, Inc.	Intergenerational Center for Arts and Wellness - Construction	\$ 750,000.00	\$ -	\$ 750,000.00	Elderly Services	Tier 2: Poverty Reduction	Second	54	500,000	2,000,000
15117	LEAD GIRLS OF NC INC	LEAD Girls Afterschool Program	\$ 73,750.00	\$ 500,000.00	\$ 573,750.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	37	-	-
15237	SHARE-WS, INC.,	Food Insecurity Reduction/Mitigation	\$ 31,198.00	\$ 168,802.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	54	-	-
15168	Action4Equity	Konnoak Community Freedom School Summer Literacy Program	\$ 42,505.00	\$ 134,082.00	\$ 176,587.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	1	-	-
15066	Eureka Ministry, Inc.	MERGE Educational/Job Training Program	\$ 4,500.00	\$ 138,820.00	\$ 143,320.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	17	-	-
15080	VHVH, Inc. (Veterans Helping Veterans Heal)	Communications Plan and Website Update	\$ 1.00	\$ 50,000.00	\$ 50,001.00	Veteran Programming	Tier 2: Poverty Reduction	Second	75	-	-
15140	Center for Creative Economy	The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem	\$ 55,000.00	\$ 724,000.00	\$ 779,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	11	-	814,916
15083	Neighborhood's Hands	Neighborhood's Hands Feeding Winston-Salem	\$ -	\$ 200,000.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	45	200,000	-
15092	Golf FORE! Fun Inc. dba First Tee—Central Carolina	First Tee—Central Carolina Life Skills Programming at Winston Lake Golf Course	\$ 12,000.00	\$ 42,000.00	\$ 54,000.00	Child Care/Youth Programming	Tier 2: Community Engagement	Second	26	-	-
15211	Triad Cultural Arts, Inc.	African American Heritage Collective	\$ -	\$ 180,000.00	\$ 180,000.00	Arts/Tourism	Tier 2: Arts	Second	66	-	-
15212	Christ Rescue Temple Apostolic Church	Christ Rescue Temple "People Helping People" Feeding Program	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	14	-	-
15208	The Carter G. Woodson School	Carter G. Woodson School Urban Farm Academy	\$ 59,650.00	\$ 79,400.00	\$ 139,050.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	58	-	-

\* Scoring Tiers Average Score Ranges | First = 425-500 | Second = 375-424 | Third = Below 375

ARPA Transformational Grant Applications -by Scoring Tier

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15123	Piedmont Environmental Alliance	Green Communities Green Jobs	\$ -	\$ 195,000.00	\$ 195,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	48	-	-
15218	Southeastern Center for Contemporary Art (SECCA)	SECCA Creative Jobs Internship Program	\$ -	\$ 1,312,875.00	\$ 1,312,875.00	Arts/Tourism	Tier 2: Arts	Second	58	-	-
15282	Smart Start of Forsyth County	Nurturing Fatherhood Coalition	\$ -	\$ 948,150.00	\$ 948,150.00	Mentorship	Tier 2: Community Engagement	Second	57	-	-
15180	Eliza's Helping Hands, Inc	Eliza's Helping Hands	\$ 265,000.00	\$ 500,000.00	\$ 765,000.00	Health Care	Tier 2: Poverty Reduction	Second	17	-	400,000
15210	Big 4 of Forsyth County	Big 4 Memorial Pavilion	\$ -	\$ 200,000.00	\$ 200,000.00	Arts/Tourism	Tier 2: Arts	Second	8	-	-
15219	Ujima CDC, Inc	Emmanuel Retirement Village Phase 2	\$ 1,500,000.00	\$ 1,500,000.00	\$ 3,000,000.00	Housing	Tier 1: Affordable Housing	Second	71	-	-
15235	United Health Centrs	Open New Facility to Provide Access to Healthcare That Will Lead To Economic Stability for Underserved Residents Living in Marginalized Neighborhoods	\$ 2,000,000.00	\$ -	\$ 2,000,000.00	Health Care	Tier 2: Poverty Reduction	Second	72	865,000	2,000,000
15253	Forsyth County Veterans Treatment Court, Inc	Forsyth County Veteran Court Services	\$ -	\$ 153,505.00	\$ 153,505.00	Veteran Programming	Tier 2: Community Engagement	Second	21	-	-
15186	Winston Salem Christian School	After School Tutoring and Enrichment	\$ -	\$ 100,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	77	-	-
15239	Forsyth Medical Center Foundation d/b/a Novant Health Forsyth Medical Center Foundation	Bridges to Healthcare	\$ -	\$ 324,606.00	\$ 324,606.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Second	22	-	920,495
15206	Christ Rescue Temple Apostolic Church	Christ Rescue Temple Systems/Apartments	\$ 410,000.00	\$ 3,600.00	\$ 413,600.00	Housing	Tier 3: Neighborhood Maintenance	Second	13	-	-
15171	My Brothers Second Chance	Boots on the Ground Initiative	\$ 200,215.30	\$ 200,215.30	\$ 400,430.60	Mentorship	Tier 2: Community Engagement	Second	39	-	-
15121	Trellis Supportive Care	LPN Tuition Program	\$ -	\$ 35,232.00	\$ 35,232.00	Health Care	Tier 1: Job Creation/Workforce Development	Second	66	32,000	1,000,000
15164	Piedmont Craftsmen, Inc.	Artist-to-Artist Mentorship Program	\$ 1.00	\$ 67,461.00	\$ 67,462.00	Mentorship	Tier 2: Arts	Second	47	-	-
15268	National Community Development Corporation (NCDC)	Innovative Affordable Housing Program	\$ 1,000,000.00	\$ 500,000.00	\$ 1,500,000.00	Housing	Tier 1: Affordable Housing	Second	41	-	-
15081	THE WELLS CENTER INC FOR WOMEN IN TRANSITION	CATCH (Changing Attitudes To Change Habits)	\$ 25,000.00	\$ 200,000.00	\$ 225,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	65	-	-
15252	Grace Presbyterian Church	Healthy Eating Initiative	\$ -	\$ 26,150.00	\$ 26,150.00	Food Initiatives	Tier 2: Poverty Reduction	Third	26	-	-
15068	The Centers for Exceptional Children	Hallways of Hope Building Project	\$ 135,285.00	\$ 357,662.00	\$ 492,947.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	59	-	1,502,210
15243	Authoring Action	Authoring Action Creative Writing Workshops	\$ 5,500.00	\$ 55,000.00	\$ 60,500.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	5	-	100,000
15254	Mixer Community Makerspace	Connection Point to Career Pathways	\$ 49,235.00	\$ 283,757.00	\$ 332,992.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	39	-	361,221
15266	Union Community Development Corporation an affiliate of Union Baptist Church	Community Dream Center and Life Enhancement Program	\$ 3,000,000.00	\$ -	\$ 3,000,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	71	-	-
15214	Christ Rescue Temple C.R.T. Golden Lamb Rest Home	Christ Rescue Temple Systems/Golden Lamb Rest Home	\$ 30,000.00	\$ 11,000.00	\$ 41,000.00	Housing	Tier 2: Poverty Reduction	Third	12	-	-
15265	S.G. Atkins Community Development Corporation	SGA Economic Mobility Consortium	\$ -	\$ 2,000,000.00	\$ 2,000,000.00	Mentorship	Tier 2: Poverty Reduction	Third	52	758,500	-
15104	Community Care Center for Forsyth County, Inc.	Transforming Dental Care for the Uninsured	\$ -	\$ 1,387,416.00	\$ 1,387,416.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	1,111,736
15112	The Little Theatre of Winston-Salem	General Operations	\$ 50,000.00	\$ 126,300.00	\$ 176,300.00	Arts/Tourism	Tier 2: Arts	Third	61	-	-
15097	Whole Man Ministries, Inc	We Are Healthier Together	\$ 55,000.00	\$ 9,700.00	\$ 64,700.00	Food Initiatives	Tier 2: Poverty Reduction	Third	77	-	-
15204	Community Care Center for Forsyth County, Inc.	Transforming Behavioral Health for the Uninsured	\$ -	\$ 551,297.00	\$ 551,297.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	431,142
15280	Hope to Thrive (non-profit)	Hope To Thrive Racial and Food Equity Transformation	\$ 75,000.00	\$ 75,000.00	\$ 150,000.00	Food Initiatives	Tier 2: Poverty Reduction	Third	33	-	-
15275	Hope to Thrive (non-profit)	Youth Creating Safe and Secure and Liveable Neighborhoods	\$ 60,000.00	\$ 300,000.00	\$ 360,000.00	Mentorship	Tier 2: Community Engagement	Third	32	-	-
15142	HARRY VCOS	Veterans Intergenerational Program	\$ 50,000.00	\$ 90,000.00	\$ 140,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	31	-	-
15228	Greater Winston-Salem Development Corp	Workforce / Economic Development Project	\$ 5,000.00	\$ 1,120,500.00	\$ 1,125,500.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	27	-	-
15116	My FACE, Inc.	TEAM for Women	\$ -	\$ 50,000.00	\$ 50,000.00	Mentorship	Tier 2: Community Engagement	Third	40	-	61,375
15299	Agile City	Venture Winston Grants	\$ -	\$ 1,533,000.00	\$ 1,533,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	2	-	725,000
15189	Whole Man Ministries of NC	Stop The Violence Economic Mobility	\$ 29,700.00	\$ 74,700.00	\$ 104,400.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Third	76	-	-
15225	Piedmont Wind Symphony	PWS Music To The Masses: Phase II	\$ -	\$ 55,000.00	\$ 55,000.00	Arts/Tourism	Tier 2: Arts	Third	50	-	-
15102	Get in the Game	GITG Winston-Salem Expansion	\$ -	\$ 165,800.00	\$ 165,800.00	Child Care/Youth Programming	Tier 2: Community Engagement	Third	23	-	-
15105	Liberty East Redevelopment	Building Blocks For the Future Of Our Neighborhoods	\$ 240,000.00	\$ 240,000.00	\$ 480,000.00	Other	Tier 3: Child Care Needs	Third	38	-	-
15256	Wise Fellowship	Wise Mobile Reading	\$ 60,000.00	\$ 40,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	78	-	-
15270	Infrastructure Corps	boots on the ground	\$ 100,000.00	\$ 100,000.00	\$ 200,000.00	Mentorship	Tier 2: Community Engagement	Third	35	-	-

\* Scoring Tiers Average Score Ranges | First = 425-500 | Second = 375-424 | Third = Below 375

**BY STRATEGIC PLAN  
ALIGNMENT**



**ARPA Transformational Grant Applications - by Strategic Plan Alignment**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15279	S.G. Atkins Community Development Corp.	Salem Cohousing Project	\$ 600,000.00	\$ -	\$ 600,000.00	Housing	Tier 1: Affordable Housing	First	51	-	-
15106	Habitat for Humanity of Forsyth County, Inc.	Stone Terrace II Road Infrastructure	\$ 675,000.00	\$ -	\$ 675,000.00	Housing	Tier 1: Affordable Housing	First	30	-	300,000
15219	Ujima CDC, Inc	Emmanuel Retirement Village Phase 2	\$ 1,500,000.00	\$ 1,500,000.00	\$ 3,000,000.00	Housing	Tier 1: Affordable Housing	Second	71	-	-
15268	National Community Development Corporation (NCDC)	Innovative Affordable Housing Program	\$ 1,000,000.00	\$ 500,000.00	\$ 1,500,000.00	Housing	Tier 1: Affordable Housing	Second	41	-	-
15069	Goler Community Development Corporation / Winston-Salem Black Chamber of Commerce	TechCareers	\$ -	\$ 500,926.00	\$ 500,926.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	24	-	300,000
15152	Flywheel Foundation	Retail Lab Winston	\$ -	\$ 75,000.00	\$ 75,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	21	30,700	-
15151	Triangle Residential Options for Substance Abusers, Inc. (TROSA)	TROSA-Triad Campus Phase II Development	\$ 500,000.00	\$ -	\$ 500,000.00	Health Care	Tier 1: Job Creation/Workforce Development	First	70	-	275,000
15185	IFB Solutions (trade name of Winston-Salem Industries for the Blind)	Job Training and Employment for People Who are Blind	\$ -	\$ 300,000.00	\$ 300,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	33	-	-
15107	YMCA of Northwest North Carolina	YMCA REACH Center	\$ 950,000.00	\$ -	\$ 950,000.00	Other	Tier 1: Job Creation/Workforce Development	First	79	1,000,000	-
15100	Neighborhood's Hands	Neighborhood's Hands Putting Residents Back To Work Workforce Development	\$ -	\$ 100,000.00	\$ 100,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	45	-	-
15066	Eureka Ministry, Inc.	MERGE Educational/Job Training Program	\$ 4,500.00	\$ 138,820.00	\$ 143,320.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	17	-	-
15140	Center for Creative Economy	The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem	\$ 55,000.00	\$ 724,000.00	\$ 779,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	11	-	814,916
15123	Piedmont Environmental Alliance	Green Communities Green Jobs	\$ -	\$ 195,000.00	\$ 195,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	48	-	-
15239	Forsyth Medical Center Foundation d/b/a Novant Health Forsyth Medical Center Foundation	Bridges to Healthcare	\$ -	\$ 324,606.00	\$ 324,606.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Second	22	-	920,495
15121	Trellis Supportive Care	LPN Tuition Program	\$ -	\$ 35,232.00	\$ 35,232.00	Health Care	Tier 1: Job Creation/Workforce Development	Second	66	32,000	1,000,000
15081	THE WELLS CENTER INC FOR WOMEN IN TRANSITION	CATCH (Changing Attitudes To Change Habits)	\$ 25,000.00	\$ 200,000.00	\$ 225,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	65	-	-
15228	Greater Winston-Salem Development Corp	Workforce / Economic Development Project	\$ 5,000.00	\$ 1,120,500.00	\$ 1,125,500.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	27	-	-
15299	Agile City	Venture Winston Grants	\$ -	\$ 1,533,000.00	\$ 1,533,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	2	-	725,000
15189	Whole Man Ministries of NC	Stop The Violence Economic Mobility	\$ 29,700.00	\$ 74,700.00	\$ 104,400.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Third	76	-	-
15242	Work Family Resource Center dba Child Care Resource Center	Play and Learn Groups - Family Friend and Neighbor Caregivers	\$ -	\$ 156,726.00	\$ 156,726.00	Pre-K	Tier 1: Pre-K Opportunities	First	78	-	221,185
15136	Imprints Cares	Imprints Cares Family Resource Center for Children with Exceptional Needs	\$ 950,000.00	\$ -	\$ 950,000.00	Pre-K	Tier 1: Pre-K Opportunities	First	35	3,337,462	-
15261	Boston-Thurmond Community Network	Boston-Thurmond United Initiative	\$ 3,694,500.00	\$ 821,003.00	\$ 4,515,503.00	Pre-K	Tier 1: Pre-K Opportunities	Second	9	-	1,005,875
15259	RiverRun International Film Festival	RiverRun Festival & Community Programming	\$ -	\$ 45,000.00	\$ 45,000.00	Arts/Tourism	Tier 2: Arts	Second	50	-	45,000
15125	Arts Council of Winston-Salem & Forsyth County	Improving Community Health and Resilience through the Arts - "There's No Place Like Home"	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Arts/Tourism	Tier 2: Arts	Second	3	4,500,000	-
15211	Triad Cultural Arts, Inc.	African American Heritage Collective	\$ -	\$ 180,000.00	\$ 180,000.00	Arts/Tourism	Tier 2: Arts	Second	66	-	-
15218	Southeastern Center for Contemporary Art (SECCA)	SECCA Creative Jobs Internship Program	\$ -	\$ 1,312,875.00	\$ 1,312,875.00	Arts/Tourism	Tier 2: Arts	Second	58	-	-
15210	Big 4 of Forsyth County	Big 4 Memorial Pavilion	\$ -	\$ 200,000.00	\$ 200,000.00	Arts/Tourism	Tier 2: Arts	Second	8	-	-
15164	Piedmont Craftsmen, Inc.	Artist-to-Artist Mentorship Program	\$ 1.00	\$ 67,461.00	\$ 67,462.00	Mentorship	Tier 2: Arts	Second	47	-	-
15112	The Little Theatre of Winston-Salem	General Operations	\$ 50,000.00	\$ 126,300.00	\$ 176,300.00	Arts/Tourism	Tier 2: Arts	Third	61	-	-
15225	Piedmont Wind Symphony	PWS Music To The Masses: Phase II	\$ -	\$ 55,000.00	\$ 55,000.00	Arts/Tourism	Tier 2: Arts	Third	50	-	-
15181	YWCA of Winston-Salem & Forsyth County	Hawley House	\$ 40,000.00	\$ 289,576.00	\$ 329,576.00	Health Care	Tier 2: Community Engagement	First	80	-	-
15201	Hope to Thrive	Hope To Thrive Trauma, Race and System Transformation	\$ -	\$ 84,000.00	\$ 84,000.00	Mentorship	Tier 2: Community Engagement	Second	32	-	-
15141	Acción Hispana dba Qué Pasa	Proyecto Mariposa (Project Butterfly)	\$ -	\$ 386,150.00	\$ 386,150.00	Other	Tier 2: Community Engagement	Second	1	-	-
15092	Golf FORE! Fun Inc. dba First Tee—Central Carolina	First Tee—Central Carolina Life Skills Programming at Winston Lake Golf Course	\$ 12,000.00	\$ 42,000.00	\$ 54,000.00	Child Care/Youth Programming	Tier 2: Community Engagement	Second	26	-	-
15282	Smart Start of Forsyth County	Nurturing Fatherhood Coalition	\$ -	\$ 948,150.00	\$ 948,150.00	Mentorship	Tier 2: Community Engagement	Second	57	-	-
15253	Forsyth County Veterans Treatment Court, Inc	Forsyth County Veteran Court Services	\$ -	\$ 153,505.00	\$ 153,505.00	Veteran Programming	Tier 2: Community Engagement	Second	21	-	-
15171	My Brothers Second Chance	Boots on the Ground Initiative	\$ 200,215.30	\$ 200,215.30	\$ 400,430.60	Mentorship	Tier 2: Community Engagement	Second	39	-	-
15275	Hope to Thrive (non-profit)	Youth Creating Safe and Secure and Liveable Neighborhoods	\$ 60,000.00	\$ 300,000.00	\$ 360,000.00	Mentorship	Tier 2: Community Engagement	Third	32	-	-
15116	My FACE, Inc.	TEAM for Women	\$ -	\$ 50,000.00	\$ 50,000.00	Mentorship	Tier 2: Community Engagement	Third	40	-	61,375
15102	Get In the Game	GITG Winston-Salem Expansion	\$ -	\$ 165,800.00	\$ 165,800.00	Child Care/Youth Programming	Tier 2: Community Engagement	Third	23	-	-
15270	Infrastructure Corps	boots on the ground	\$ 100,000.00	\$ 100,000.00	\$ 200,000.00	Mentorship	Tier 2: Community Engagement	Third	35	-	-
15158	Old Salem, Inc.	Old Salem Museum & Gardens: Reopen Our Doors	\$ -	\$ 731,813.00	\$ 731,813.00	Arts/Tourism	Tier 2: COVID Reopening	First	46	-	783,750
15222	United Way of Forsyth County	Partnership for Prosperity - Moving Families Forward	\$ 150,000.00	\$ 350,000.00	\$ 500,000.00	Health Care	Tier 2: Poverty Reduction	First	72	-	400,000
15182	YWCA of Winston-Salem & Forsyth County	Juvenile Crime Prevention	\$ -	\$ 459,760.00	\$ 459,760.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	81	-	-
15065	HOPE of Winston-Salem	H.O.P.E. of Winston-Salem, Help our People Eat	\$ -	\$ 75,000.00	\$ 75,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	31	-	-
15203	Samaritan Ministries	Project Cornerstone	\$ -	\$ 50,000.00	\$ 50,000.00	Homelessness	Tier 2: Poverty Reduction	First	53	-	-
15084	Triad Restorative Justice	Navigator Mentorship Program	\$ -	\$ 197,500.00	\$ 197,500.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	68	-	-
15188	Whole Man Ministries of NC	Housing 4 Our Heroes	\$ 450,000.00	\$ 16,000.00	\$ 466,000.00	Other	Tier 2: Poverty Reduction	First	76	35,000	679,000
15103	Second Harvest Food Bank of Northwest NC	Hunger for Change Capital Campaign	\$ 700,000.00	\$ -	\$ 700,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	53	-	825,785
15091	YWCA of Winston-Salem & Forsyth County	Gateway to Economic Mobility (GTEM)	\$ -	\$ 1,001,871.00	\$ 1,001,871.00	Health Care	Tier 2: Poverty Reduction	First	80	-	-
15090	Crosby Scholars Community Partnership	Crosby Scholars Community Partnership	\$ 97,000.00	\$ 28,000.00	\$ 125,000.00	Education	Tier 2: Poverty Reduction	First	16	800,000	-

\* Scoring Tiers Average Score Ranges | First = 425-500 | Second = 375-424 | Third = Below 375

**ARPA Transformational Grant Applications - by Strategic Plan Alignment**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15163	greenNest	Essentials for Finally Home	\$ -	\$ 81,410.00	\$ 81,410.00	Other	Tier 2: Poverty Reduction	First	27	-	-
15161	Journee Bees Village	Community Bridge Connect	\$ -	\$ 387,000.00	\$ 387,000.00	Health Care	Tier 2: Poverty Reduction	First	35	-	-
15274	United Way of Forsyth County	Asset-Based Supportive Housing	\$ -	\$ 377,956.48	\$ 377,956.48	Homelessness	Tier 2: Poverty Reduction	First	74	-	377,956
15273	Exchange Club Center For The Prevention Of Child Abuse Of North Carolina, Inc. (The Parenting PATH)	Short Term Counseling	\$ -	\$ 465,843.70	\$ 465,843.70	Health Care	Tier 2: Poverty Reduction	Second	20	-	-
15311	Bethesda Center for the Homeless	BCH Transformational Change for Life Accountability and Generational Stabilization	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Homelessness	Tier 2: Poverty Reduction	Second	6	-	-
15075	Senior Services, Inc.	Intergenerational Center for Arts and Wellness - Construction	\$ 750,000.00	\$ -	\$ 750,000.00	Elderly Services	Tier 2: Poverty Reduction	Second	54	500,000	2,000,000
15237	SHARE-WS, INC.,	Food Insecurity Reduction/Mitigation	\$ 31,198.00	\$ 168,802.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	54	-	-
15080	VHVH, Inc. (Veterans Helping Veterans Heal)	Communications Plan and Website Update	\$ 1.00	\$ 50,000.00	\$ 50,001.00	Veteran Programming	Tier 2: Poverty Reduction	Second	75	-	-
15083	Neighborhood's Hands	Neighborhood's Hands Feeding Winston-Salem	\$ -	\$ 200,000.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	45	200,000	-
15212	Christ Rescue Temple Apostolic Church	Christ Rescue Temple "People Helping People" Feeding Program	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	14	-	-
15180	Eliza's Helping Hands, Inc	Eliza's Helping Hands	\$ 265,000.00	\$ 500,000.00	\$ 765,000.00	Health Care	Tier 2: Poverty Reduction	Second	17	-	400,000
15235	United Health Centrs	Open New Facility to Provide Access to Healthcare That Will Lead To Economic Stability for Underserved Residents Living in Marginalized Neighborhoods	\$ 2,000,000.00	\$ -	\$ 2,000,000.00	Health Care	Tier 2: Poverty Reduction	Second	72	865,000	2,000,000
15252	Grace Presbyterian Church	Healthy Eating Initiative	\$ -	\$ 26,150.00	\$ 26,150.00	Food Initiatives	Tier 2: Poverty Reduction	Third	26	-	-
15214	Christ Rescue Temple C.R.T. Golden Lamb Rest Home	Christ Rescue Temple Systems/Golden Lamb Rest Home	\$ 30,000.00	\$ 11,000.00	\$ 41,000.00	Housing	Tier 2: Poverty Reduction	Third	12	-	-
15265	S.G. Atkins Community Development Corporation	SGA Economic Mobility Consortium	\$ -	\$ 2,000,000.00	\$ 2,000,000.00	Mentorship	Tier 2: Poverty Reduction	Third	52	758,500	-
15104	Community Care Center for Forsyth County, Inc.	Transforming Dental Care for the Uninsured	\$ -	\$ 1,387,416.00	\$ 1,387,416.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	1,111,736
15097	Whole Man Ministries, Inc	We Are Healthier Together	\$ 55,000.00	\$ 9,700.00	\$ 64,700.00	Food Initiatives	Tier 2: Poverty Reduction	Third	77	-	-
15204	Community Care Center for Forsyth County, Inc.	Transforming Behavioral Health for the Uninsured	\$ -	\$ 551,297.00	\$ 551,297.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	431,142
15280	Hope to Thrive (non-profit)	Hope To Thrive Racial and Food Equity Transformation	\$ 75,000.00	\$ 75,000.00	\$ 150,000.00	Food Initiatives	Tier 2: Poverty Reduction	Third	33	-	-
15060	The Salvation Army of Greater Winston Salem	Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club	\$ 539,896.59	\$ 454,138.00	\$ 994,034.59	Child Care/Youth Programming	Tier 3: Child Care Needs	First	61	-	991,665
15061	Smart Start of Forsyth County	W.S. Childcare COVID-19 Relief Fund	\$ 300,000.00	\$ 1,625,787.10	\$ 1,925,787.10	Child Care/Youth Programming	Tier 3: Child Care Needs	First	56	-	3,826,406
15157	National Cycling center	Cycling for Health, Recreation, Transportation and Visibility of Winston Salem	\$ -	\$ 481,800.00	\$ 481,800.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	43	-	-
15087	Kaleideum	STEAM Education Outreach	\$ 200,000.00	\$ 383,828.00	\$ 583,828.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	36	100,000	801,405
15227	Sherman Academy	"Help is On The Way"	\$ 30,000.00	\$ 318,000.00	\$ 348,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	55	-	-
15272	Guiding Institute for Developmental Education	GIDE - SWAG (Scholars of Winston-Salem Achieving Greatness )	\$ -	\$ 992,209.00	\$ 992,209.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	28	-	-
15117	LEAD GIRLS OF NC INC	LEAD Girls Afterschool Program	\$ 73,750.00	\$ 500,000.00	\$ 573,750.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	37	-	-
15168	Action4Equity	Konnoak Community Freedom School Summer Literacy Program	\$ 42,505.00	\$ 134,082.00	\$ 176,587.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	1	-	-
15208	The Carter G. Woodson School	Carter G. Woodson School Urban Farm Academy	\$ 59,650.00	\$ 79,400.00	\$ 139,050.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	58	-	-
15186	Winston Salem Christian School	After School Tutoring and Enrichment	\$ -	\$ 100,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	77	-	-
15068	The Centers for Exceptional Children	Hallways of Hope Building Project	\$ 135,285.00	\$ 357,662.00	\$ 492,947.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	59	-	1,502,210
15243	Authoring Action	Authoring Action Creative Writing Workshops	\$ 5,500.00	\$ 55,000.00	\$ 60,500.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	5	-	100,000
15254	Mixer Community Makerspace	Connection Point to Career Pathways	\$ 49,235.00	\$ 283,757.00	\$ 332,992.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	39	-	361,221
15266	Union Community Development Corporation an affiliate of Union Baptist Church	Community Dream Center and Life Enhancement Program	\$ 3,000,000.00	\$ -	\$ 3,000,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	71	-	-
15142	HARRY VCOS	Veterans Intergenerational Program	\$ 50,000.00	\$ 90,000.00	\$ 140,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	31	-	-
15105	Liberty East Redevelopment	Building Blocks For the Future Of Our Neighborhoods	\$ 240,000.00	\$ 240,000.00	\$ 480,000.00	Other	Tier 3: Child Care Needs	Third	38	-	-
15256	Wise Fellowship	Wise Mobile Reading	\$ 60,000.00	\$ 40,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	78	-	-
15130	Winston-Salem Center for Education and the Arts	Building infrastructure repair	\$ 70,000.00	\$ 9,000.00	\$ 79,000.00	Other	Tier 3: Community Partnership	First	77	-	-
15206	Christ Rescue Temple Apostolic Church	Christ Rescue Temple Systems/Apartments	\$ 410,000.00	\$ 3,600.00	\$ 413,600.00	Housing	Tier 3: Neighborhood Maintenance	Second	13	-	-

\* Scoring Tiers Average Score Ranges | First = 425-500 | Second = 375-424 | Third = Below 375

**BY APPLICATION  
CATEGORY**

**ARPA Transformational Grant Applications - by Application Category**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15158	Old Salem, Inc.	Old Salem Museum & Gardens: Reopen Our Doors	\$ -	\$ 731,813.00	\$ 731,813.00	Arts/Tourism	Tier 2: COVID Reopening	First	46	-	783,750
15259	RiverRun International Film Festival	RiverRun Festival & Community Programming	\$ -	\$ 45,000.00	\$ 45,000.00	Arts/Tourism	Tier 2: Arts	Second	50	-	45,000
15125	Arts Council of Winston-Salem & Forsyth County	Improving Community Health and Resilience through the Arts - "There's No Place Like Home"	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Arts/Tourism	Tier 2: Arts	Second	3	4,500,000	-
15211	Triad Cultural Arts, Inc.	African American Heritage Collective	\$ -	\$ 180,000.00	\$ 180,000.00	Arts/Tourism	Tier 2: Arts	Second	66	-	-
15218	Southeastern Center for Contemporary Art (SECCA)	SECCA Creative Jobs Internship Program	\$ -	\$ 1,312,875.00	\$ 1,312,875.00	Arts/Tourism	Tier 2: Arts	Second	58	-	-
15210	Big 4 of Forsyth County	Big 4 Memorial Pavilion	\$ -	\$ 200,000.00	\$ 200,000.00	Arts/Tourism	Tier 2: Arts	Second	8	-	-
15112	The Little Theatre of Winston-Salem	General Operations	\$ 50,000.00	\$ 126,300.00	\$ 176,300.00	Arts/Tourism	Tier 2: Arts	Third	61	-	-
15225	Piedmont Wind Symphony	PWS Music To The Masses: Phase II	\$ -	\$ 55,000.00	\$ 55,000.00	Arts/Tourism	Tier 2: Arts	Third	50	-	-
15060	The Salvation Army of Greater Winston Salem	Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club	\$ 539,896.59	\$ 454,138.00	\$ 994,034.59	Child Care/Youth Programming	Tier 3: Child Care Needs	First	61	-	991,665
15182	YWCA of Winston-Salem & Forsyth County	Juvenile Crime Prevention	\$ -	\$ 459,760.00	\$ 459,760.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	81	-	-
15061	Smart Start of Forsyth County	W.S. Childcare COVID-19 Relief Fund	\$ 300,000.00	\$ 1,625,787.10	\$ 1,925,787.10	Child Care/Youth Programming	Tier 3: Child Care Needs	First	56	-	3,826,406
15084	Triad Restorative Justice	Navigator Mentorship Program	\$ -	\$ 197,500.00	\$ 197,500.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	68	-	-
15157	National Cycling center	Cycling for Health, Recreation, Transportation and Visibility of Winston Salem	\$ -	\$ 481,800.00	\$ 481,800.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	43	-	-
15087	Kaleideum	STEAM Education Outreach	\$ 200,000.00	\$ 383,828.00	\$ 583,828.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	36	100,000	801,405
15227	Sherman Academy	"Help Is On The Way"	\$ 30,000.00	\$ 318,000.00	\$ 348,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	55	-	-
15272	Guiding Institute for Developmental Education	GIDE - SWAG (Scholars of Winston-Salem Achieving Greatness )	\$ -	\$ 992,209.00	\$ 992,209.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	28	-	-
15117	LEAD GIRLS OF NC INC	LEAD Girls Afterschool Program	\$ 73,750.00	\$ 500,000.00	\$ 573,750.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	37	-	-
15168	Action4Equity	Konnoak Community Freedom School Summer Literacy Program	\$ 42,505.00	\$ 134,082.00	\$ 176,587.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	1	-	-
15092	Golf FORE! Fun Inc. dba First Tee—Central Carolina	First Tee—Central Carolina Life Skills Programming at Winston Lake Golf Course	\$ 12,000.00	\$ 42,000.00	\$ 54,000.00	Child Care/Youth Programming	Tier 2: Community Engagement	Second	26	-	-
15208	The Carter G. Woodson School	Carter G. Woodson School Urban Farm Academy	\$ 59,650.00	\$ 79,400.00	\$ 139,050.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	58	-	-
15186	Winston Salem Christian School	After School Tutoring and Enrichment	\$ -	\$ 100,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	77	-	-
15239	Forsyth Medical Center Foundation d/b/a Novant Health	Bridges to Healthcare	\$ -	\$ 324,606.00	\$ 324,606.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Second	22	-	920,495
15068	The Centers for Exceptional Children	Hallways of Hope Building Project	\$ 135,285.00	\$ 357,662.00	\$ 492,947.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	59	-	1,502,210
15243	Authoring Action	Authoring Action Creative Writing Workshops	\$ 5,500.00	\$ 55,000.00	\$ 60,500.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	5	-	100,000
15254	Mixer Community Makerspace	Connection Point to Career Pathways	\$ 49,235.00	\$ 283,757.00	\$ 332,992.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	39	-	361,221
15266	Union Community Development Corporation an affiliate of Union Baptist Church	Community Dream Center and Life Enhancement Program	\$ 3,000,000.00	\$ -	\$ 3,000,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	71	-	-
15142	HARRY VCOS	Veterans Intergenerational Program	\$ 50,000.00	\$ 90,000.00	\$ 140,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	31	-	-
15189	Whole Man Ministries of NC	Stop The Violence Economic Mobility	\$ 29,700.00	\$ 74,700.00	\$ 104,400.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Third	76	-	-
15102	Get In the Game	GITG Winston-Salem Expansion	\$ -	\$ 165,800.00	\$ 165,800.00	Child Care/Youth Programming	Tier 2: Community Engagement	Third	23	-	-
15256	Wise Fellowship	Wise Mobile Reading	\$ 60,000.00	\$ 40,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	78	-	-
15069	Goler Community Development Corporation / Winston-Salem Black Chamber of Commerce	TechCareers	\$ -	\$ 500,926.00	\$ 500,926.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	24	-	300,000
15152	Flywheel Foundation	Retail Lab Winston	\$ -	\$ 75,000.00	\$ 75,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	21	30,700	-
15185	IFB Solutions (trade name of Winston-Salem Industries for the Blind)	Job Training and Employment for People Who are Blind	\$ -	\$ 300,000.00	\$ 300,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	33	-	-
15100	Neighborhood's Hands	Neighborhood's Hands Putting Residents Back To Work Workforce Development	\$ -	\$ 100,000.00	\$ 100,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	45	-	-
15066	Eureka Ministry, Inc.	MERGE Educational/Job Training Program	\$ 4,500.00	\$ 138,820.00	\$ 143,320.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	17	-	-
15140	Center for Creative Economy	The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem	\$ 55,000.00	\$ 724,000.00	\$ 779,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	11	-	814,916
15123	Piedmont Environmental Alliance	Green Communities Green Jobs	\$ -	\$ 195,000.00	\$ 195,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	48	-	-
15081	THE WELLS CENTER INC FOR WOMEN IN TRANSITION	CATCH (Changing Attitudes To Change Habits)	\$ 25,000.00	\$ 200,000.00	\$ 225,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	65	-	-
15228	Greater Winston-Salem Development Corp	Workforce / Economic Development Project	\$ 5,000.00	\$ 1,120,500.00	\$ 1,125,500.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	27	-	-
15299	Agile City	Venture Winston Grants	\$ -	\$ 1,533,000.00	\$ 1,533,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	2	-	725,000
15090	Crosby Scholars Community Partnership	Crosby Scholars Community Partnership	\$ 97,000.00	\$ 28,000.00	\$ 125,000.00	Education	Tier 2: Poverty Reduction	First	16	800,000	-
15075	Senior Services, Inc.	Intergenerational Center for Arts and Wellness - Construction	\$ 750,000.00	\$ -	\$ 750,000.00	Elderly Services	Tier 2: Poverty Reduction	Second	54	500,000	2,000,000
15065	HOPE of Winston-Salem	H.O.P.E. of Winston-Salem, Help our People Eat	\$ -	\$ 75,000.00	\$ 75,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	31	-	-
15103	Second Harvest Food Bank of Northwest NC	Hunger for Change Capital Campaign	\$ 700,000.00	\$ -	\$ 700,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	53	-	825,785
15237	SHARE-WS, INC.,	Food Insecurity Reduction/Mitigation	\$ 31,198.00	\$ 168,802.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	54	-	-
15083	Neighborhood's Hands	Neighborhood's Hands Feeding Winston-Salem	\$ -	\$ 200,000.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	45	200,000	-
15212	Christ Rescue Temple Apostolic Church	Christ Rescue Temple "People Helping People" Feeding Program	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	14	-	-
15252	Grace Presbyterian Church	Healthy Eating Initiative	\$ -	\$ 26,150.00	\$ 26,150.00	Food Initiatives	Tier 2: Poverty Reduction	Third	26	-	-
15097	Whole Man Ministries, Inc	We Are Healthier Together	\$ 55,000.00	\$ 9,700.00	\$ 64,700.00	Food Initiatives	Tier 2: Poverty Reduction	Third	77	-	-
15280	Hope to Thrive (non-profit)	Hope To Thrive Racial and Food Equity Transformation	\$ 75,000.00	\$ 75,000.00	\$ 150,000.00	Food Initiatives	Tier 2: Poverty Reduction	Third	33	-	-
15222	United Way of Forsyth County	Partnership for Prosperity - Moving Families Forward	\$ 150,000.00	\$ 350,000.00	\$ 500,000.00	Health Care	Tier 2: Poverty Reduction	First	72	-	400,000

\* Scoring Tiers Average Score Ranges | First = 425-500 | Second = 375-424 | Third = Below 375

ARPA Transformational Grant Applications - by Application Category

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15151	Triangle Residential Options for Substance Abusers, Inc. (TROSA)	TROSA-Triad Campus Phase II Development	\$ 500,000.00	\$ -	\$ 500,000.00	Health Care	Tier 1: Job Creation/Workforce Development	First	70	-	275,000
15181	YWCA of Winston-Salem & Forsyth County	Hawley House	\$ 40,000.00	\$ 289,576.00	\$ 329,576.00	Health Care	Tier 2: Community Engagement	First	80	-	-
15091	YWCA of Winston-Salem & Forsyth County	Gateway to Economic Mobility (GTEM)	\$ -	\$ 1,001,871.00	\$ 1,001,871.00	Health Care	Tier 2: Poverty Reduction	First	80	-	-
15161	Journee Bees Village	Community Bridge Connect	\$ -	\$ 387,000.00	\$ 387,000.00	Health Care	Tier 2: Poverty Reduction	First	35	-	-
15273	Exchange Club Center For The Prevention Of Child Abuse Of North Carolina, Inc. (The Parenting PATH)	Short Term Counseling	\$ -	\$ 465,843.70	\$ 465,843.70	Health Care	Tier 2: Poverty Reduction	Second	20	-	-
15180	Eliza's Helping Hands, Inc	Eliza's Helping Hands	\$ 265,000.00	\$ 500,000.00	\$ 765,000.00	Health Care	Tier 2: Poverty Reduction	Second	17	-	400,000
15235	United Health Centrs	Open New Facility to Provide Access to Healthcare That Will Lead To Economic Stability for Underserved Residents Living in Marginalized Neighborhoods	\$ 2,000,000.00	\$ -	\$ 2,000,000.00	Health Care	Tier 2: Poverty Reduction	Second	72	865,000	2,000,000
15121	Trellis Supportive Care	LPN Tuition Program	\$ -	\$ 35,232.00	\$ 35,232.00	Health Care	Tier 1: Job Creation/Workforce Development	Second	66	32,000	1,000,000
15104	Community Care Center for Forsyth County, Inc.	Transforming Dental Care for the Uninsured	\$ -	\$ 1,387,416.00	\$ 1,387,416.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	1,111,736
15204	Community Care Center for Forsyth County, Inc.	Transforming Behavioral Health for the Uninsured	\$ -	\$ 551,297.00	\$ 551,297.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	431,142
15203	Samaritan Ministries	Project Cornerstone	\$ -	\$ 50,000.00	\$ 50,000.00	Homelessness	Tier 2: Poverty Reduction	First	53	-	-
15274	United Way of Forsyth County	Asset-Based Supportive Housing	\$ -	\$ 377,956.48	\$ 377,956.48	Homelessness	Tier 2: Poverty Reduction	First	74	-	377,956
15311	Bethesda Center for the Homeless	BCH Transformational Change for Life Accountability and Generational Stabilization	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Homelessness	Tier 2: Poverty Reduction	Second	6	-	-
15279	S.G. Atkins Community Development Corp.	Salem Cohousing Project	\$ 600,000.00	\$ -	\$ 600,000.00	Housing	Tier 1: Affordable Housing	First	51	-	-
15106	Habitat for Humanity of Forsyth County, Inc.	Stone Terrace II Road Infrastructure	\$ 675,000.00	\$ -	\$ 675,000.00	Housing	Tier 1: Affordable Housing	First	30	-	300,000
15219	Ujima CDC, Inc	Emmanuel Retirement Village Phase 2	\$ 1,500,000.00	\$ 1,500,000.00	\$ 3,000,000.00	Housing	Tier 1: Affordable Housing	Second	71	-	-
15206	Christ Rescue Temple Apostolic Church	Christ Rescue Temple Systems/Apartments	\$ 410,000.00	\$ 3,600.00	\$ 413,600.00	Housing	Tier 3: Neighborhood Maintenance	Second	13	-	-
15268	National Community Development Corporation (NCDC)	Innovative Affordable Housing Program	\$ 1,000,000.00	\$ 500,000.00	\$ 1,500,000.00	Housing	Tier 1: Affordable Housing	Second	41	-	-
15214	Christ Rescue Temple C.R.T. Golden Lamb Rest Home	Christ Rescue Temple Systems/Golden Lamb Rest Home	\$ 30,000.00	\$ 11,000.00	\$ 41,000.00	Housing	Tier 2: Poverty Reduction	Third	12	-	-
15201	Hope to Thrive	Hope To Thrive Trauma, Race and System Transformation	\$ -	\$ 84,000.00	\$ 84,000.00	Mentorship	Tier 2: Community Engagement	Second	32	-	-
15282	Smart Start of Forsyth County	Nurturing Fatherhood Coalition	\$ -	\$ 948,150.00	\$ 948,150.00	Mentorship	Tier 2: Community Engagement	Second	57	-	-
15171	My Brothers Second Chance	Boots on the Ground Initiative	\$ 200,215.30	\$ 200,215.30	\$ 400,430.60	Mentorship	Tier 2: Community Engagement	Second	39	-	-
15164	Piedmont Craftsmen, Inc.	Artist-to-Artist Mentorship Program	\$ 1.00	\$ 67,461.00	\$ 67,462.00	Mentorship	Tier 2: Arts	Second	47	-	-
15265	S.G. Atkins Community Development Corporation	SGA Economic Mobility Consortium	\$ -	\$ 2,000,000.00	\$ 2,000,000.00	Mentorship	Tier 2: Poverty Reduction	Third	52	758,500	-
15275	Hope to Thrive (non-profit)	Youth Creating Safe and Secure and Liveable Neighborhoods	\$ 60,000.00	\$ 300,000.00	\$ 360,000.00	Mentorship	Tier 2: Community Engagement	Third	32	-	-
15116	My FACE, Inc.	TEAM for Women	\$ -	\$ 50,000.00	\$ 50,000.00	Mentorship	Tier 2: Community Engagement	Third	40	-	61,375
15270	Infrastructure Corps	boots on the ground	\$ 100,000.00	\$ 100,000.00	\$ 200,000.00	Mentorship	Tier 2: Community Engagement	Third	35	-	-
15107	YMCA of Northwest North Carolina	YMCA REACH Center	\$ 950,000.00	\$ -	\$ 950,000.00	Other	Tier 1: Job Creation/Workforce Development	First	79	1,000,000	-
15188	Whole Man Ministries of NC	Housing 4 Our Heroes	\$ 450,000.00	\$ 16,000.00	\$ 466,000.00	Other	Tier 2: Poverty Reduction	First	76	35,000	679,000
15163	greeNest	Essentials for Finally Home	\$ -	\$ 81,410.00	\$ 81,410.00	Other	Tier 2: Poverty Reduction	First	27	-	-
15130	Winston-Salem Center for Education and the Arts	Building infrastructure repair	\$ 70,000.00	\$ 9,000.00	\$ 79,000.00	Other	Tier 3: Community Partnership	First	77	-	-
15141	Acción Hispana dba Qué Pasa	Proyecto Mariposa (Project Butterfly)	\$ -	\$ 386,150.00	\$ 386,150.00	Other	Tier 2: Community Engagement	Second	1	-	-
15105	Liberty East Redevelopment	Building Blocks For the Future Of Our Neighborhoods	\$ 240,000.00	\$ 240,000.00	\$ 480,000.00	Other	Tier 3: Child Care Needs	Third	38	-	-
15242	Work Family Resource Center dba Child Care Resource Center	Play and Learn Groups - Family Friend and Neighbor Caregivers	\$ -	\$ 156,726.00	\$ 156,726.00	Pre-K	Tier 1: Pre-K Opportunities	First	78	-	221,185
15136	Imprints Cares	Imprints Cares Family Resource Center for Children with Exceptional Needs	\$ 950,000.00	\$ -	\$ 950,000.00	Pre-K	Tier 1: Pre-K Opportunities	First	35	3,337,462	-
15261	Boston-Thurmond Community Network	Boston-Thurmond United Initiative	\$ 3,694,500.00	\$ 821,003.00	\$ 4,515,503.00	Pre-K	Tier 1: Pre-K Opportunities	Second	9	-	1,005,875
15080	VHVH, Inc. (Veterans Helping Veterans Heal)	Communications Plan and Website Update	\$ 1.00	\$ 50,000.00	\$ 50,001.00	Veteran Programming	Tier 2: Poverty Reduction	Second	75	-	-
15253	Forsyth County Veterans Treatment Court, Inc	Forsyth County Veteran Court Services	\$ -	\$ 153,505.00	\$ 153,505.00	Veteran Programming	Tier 2: Community Engagement	Second	21	-	-

**ALPHABETICALLY BY  
ORGANIZATION**

**ARPA Transformational Grant Applications - Alphabetically by Organization**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15141	Acción Hispana dba Qué Pasa	Proyecto Mariposa (Project Butterfly)	\$ -	\$ 386,150.00	\$ 386,150.00	Other	Tier 2: Community Engagement	Second	1	-	-
15168	Action4Equity	Konnoak Community Freedom School Summer Literacy Program	\$ 42,505.00	\$ 134,082.00	\$ 176,587.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	1	-	-
15299	Agile City	Venture Winston Grants	\$ -	\$ 1,533,000.00	\$ 1,533,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	2	-	725,000
15125	Arts Council of Winston-Salem & Forsyth County	Improving Community Health and Resilience through the Arts - "There's No Place Like Home"	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Arts/Tourism	Tier 2: Arts	Second	3	4,500,000	-
15243	Authoring Action	Authoring Action Creative Writing Workshops	\$ 5,500.00	\$ 55,000.00	\$ 60,500.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	5	-	100,000
15311	Bethesda Center for the Homeless	BCH Transformational Change for Life Accountability and Generational Stabilization	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Homelessness	Tier 2: Poverty Reduction	Second	6	-	-
15210	Big 4 of Forsyth County	Big 4 Memorial Pavilion	\$ -	\$ 200,000.00	\$ 200,000.00	Arts/Tourism	Tier 2: Arts	Second	8	-	-
15261	Boston-Thurmond Community Network	Boston-Thurmond United Initiative	\$ 3,694,500.00	\$ 821,003.00	\$ 4,515,503.00	Pre-K	Tier 1: Pre-K Opportunities	Second	9	-	1,005,875
15140	Center for Creative Economy	The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem	\$ 55,000.00	\$ 724,000.00	\$ 779,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	11	-	814,916
15214	Christ Rescue Temple C.R.T. Golden Lamb Rest Home	Christ Rescue Temple Systems/Golden Lamb Rest Home	\$ 30,000.00	\$ 11,000.00	\$ 41,000.00	Housing	Tier 2: Poverty Reduction	Third	12	-	-
15206	Christ Rescue Temple Apostolic Church	Christ Rescue Temple Systems/Apartments	\$ 410,000.00	\$ 3,600.00	\$ 413,600.00	Housing	Tier 3: Neighborhood Maintenance	Second	13	-	-
15212	Christ Rescue Temple Apostolic Church	Christ Rescue Temple "People Helping People" Feeding Program	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	14	-	-
15104	Community Care Center for Forsyth County, Inc.	Transforming Dental Care for the Uninsured	\$ -	\$ 1,387,416.00	\$ 1,387,416.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	1,111,736
15204	Community Care Center for Forsyth County, Inc.	Transforming Behavioral Health for the Uninsured	\$ -	\$ 551,297.00	\$ 551,297.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	431,142
15090	Crosby Scholars Community Partnership	Crosby Scholars Community Partnership	\$ 97,000.00	\$ 28,000.00	\$ 125,000.00	Education	Tier 2: Poverty Reduction	First	16	800,000	-
15066	Eureka Ministry, Inc.	MERGE Educational/Job Training Program	\$ 4,500.00	\$ 138,820.00	\$ 143,320.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	17	-	-
15180	Eliza's Helping Hands, Inc	Eliza's Helping Hands	\$ 265,000.00	\$ 500,000.00	\$ 765,000.00	Health Care	Tier 2: Poverty Reduction	Second	17	-	400,000
15273	Exchange Club Center For The Prevention Of Child Abuse Of North Carolina, Inc. (The Parenting PATH)	Short Term Counseling	\$ -	\$ 465,843.70	\$ 465,843.70	Health Care	Tier 2: Poverty Reduction	Second	20	-	-
15152	Flywheel Foundation	Retail Lab Winston	\$ -	\$ 75,000.00	\$ 75,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	21	30,700	-
15253	Forsyth County Veterans Treatment Court, Inc	Forsyth County Veteran Court Services	\$ -	\$ 153,505.00	\$ 153,505.00	Veteran Programming	Tier 2: Community Engagement	Second	21	-	-
15239	Forsyth Medical Center Foundation d/b/a Novant Health Forsyth Medical Center Foundation	Bridges to Healthcare	\$ -	\$ 324,606.00	\$ 324,606.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Second	22	-	920,495
15102	Get In the Game	GITG Winston-Salem Expansion	\$ -	\$ 165,800.00	\$ 165,800.00	Child Care/Youth Programming	Tier 2: Community Engagement	Third	23	-	-
15069	Goler Community Development Corporation / Winston-Salem Black Chamber of Commerce	TechCareers	\$ -	\$ 500,926.00	\$ 500,926.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	24	-	300,000
15092	Golf FORE! Fun Inc. dba First Tee—Central Carolina Lake Golf Course	First Tee—Central Carolina Life Skills Programming at Winston Lake Golf Course	\$ 12,000.00	\$ 42,000.00	\$ 54,000.00	Child Care/Youth Programming	Tier 2: Community Engagement	Second	26	-	-
15252	Grace Presbyterian Church	Healthy Eating Initiative	\$ -	\$ 26,150.00	\$ 26,150.00	Food Initiatives	Tier 2: Poverty Reduction	Third	26	-	-
15163	greeNest	Essentials for Finally Home	\$ -	\$ 81,410.00	\$ 81,410.00	Other	Tier 2: Poverty Reduction	First	27	-	-
15228	Greater Winston-Salem Development Corp	Workforce / Economic Development Project	\$ 5,000.00	\$ 1,120,500.00	\$ 1,125,500.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	27	-	-
15272	Guiding Institute for Developmental Education	GIDE - SWAG (Scholars of Winston-Salem Achieving Greatness)	\$ -	\$ 992,209.00	\$ 992,209.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	28	-	-
15106	Habitat for Humanity of Forsyth County, Inc.	Stone Terrace II Road Infrastructure	\$ 675,000.00	\$ -	\$ 675,000.00	Housing	Tier 1: Affordable Housing	First	30	-	300,000
15065	HOPE of Winston-Salem	H.O.P.E. of Winston-Salem, Help our People Eat	\$ -	\$ 75,000.00	\$ 75,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	31	-	-
15142	HARRY VCOS	Veterans Intergenerational Program	\$ 50,000.00	\$ 90,000.00	\$ 140,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	31	-	-
15201	Hope to Thrive	Hope To Thrive Trauma, Race and System Transformation	\$ -	\$ 84,000.00	\$ 84,000.00	Mentorship	Tier 2: Community Engagement	Second	32	-	-
15275	Hope to Thrive (non-profit)	Youth Creating Safe and Secure and Liveable Neighborhoods	\$ 60,000.00	\$ 300,000.00	\$ 360,000.00	Mentorship	Tier 2: Community Engagement	Third	32	-	-
15185	IFB Solutions (trade name of Winston-Salem Industries for the Blind)	Job Training and Employment for People Who are Blind	\$ -	\$ 300,000.00	\$ 300,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	33	-	-
15280	Hope to Thrive (non-profit)	Hope To Thrive Racial and Food Equity Transformation	\$ 75,000.00	\$ 75,000.00	\$ 150,000.00	Food Initiatives	Tier 2: Poverty Reduction	Third	33	-	-
15136	Imprints Cares	Imprints Cares Family Resource Center for Children with Exceptional Needs	\$ 950,000.00	\$ -	\$ 950,000.00	Pre-K	Tier 1: Pre-K Opportunities	First	35	3,337,462	-
15161	Journee Bees Village	Community Bridge Connect	\$ -	\$ 387,000.00	\$ 387,000.00	Health Care	Tier 2: Poverty Reduction	First	35	-	-
15270	Infrastructure Corps	boots on the ground	\$ 100,000.00	\$ 100,000.00	\$ 200,000.00	Mentorship	Tier 2: Community Engagement	Third	35	-	-
15087	Kaleideum	STEAM Education Outreach	\$ 200,000.00	\$ 383,828.00	\$ 583,828.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	36	100,000	801,405
15117	LEAD GIRLS OF NC INC	LEAD Girls Afterschool Program	\$ 73,750.00	\$ 500,000.00	\$ 573,750.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	37	-	-
15105	Liberty East Redevelopment	Building Blocks For the Future Of Our Neighborhoods	\$ 240,000.00	\$ 240,000.00	\$ 480,000.00	Other	Tier 3: Child Care Needs	Third	38	-	-
15171	My Brothers Second Chance	Boots on the Ground Initiative	\$ 200,215.30	\$ 200,215.30	\$ 400,430.60	Mentorship	Tier 2: Community Engagement	Second	39	-	-
15254	Mixer Community Makerspace	Connection Point to Career Pathways	\$ 49,235.00	\$ 283,757.00	\$ 332,992.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	39	-	361,221
15116	My FACE, Inc.	TEAM for Women	\$ -	\$ 50,000.00	\$ 50,000.00	Mentorship	Tier 2: Community Engagement	Third	40	-	61,375
15268	National Community Development Corporation (NCDC)	Innovative Affordable Housing Program	\$ 1,000,000.00	\$ 500,000.00	\$ 1,500,000.00	Housing	Tier 1: Affordable Housing	Second	41	-	-
15157	National Cycling center	Cycling for Health, Recreation, Transportation and Visibility of Winston Salem	\$ -	\$ 481,800.00	\$ 481,800.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	43	-	-
15083	Neighborhood's Hands	Neighborhood's Hands Feeding Winston-Salem	\$ -	\$ 200,000.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	45	200,000	-
15100	Neighborhood's Hands	Neighborhood's Hands Putting Residents Back To Work Workforce Development	\$ -	\$ 100,000.00	\$ 100,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	45	-	-

**ARPA Transformational Grant Applications - Alphabetically by Organization**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15158	Old Salem, Inc.	Old Salem Museum & Gardens: Reopen Our Doors	\$ -	\$ 731,813.00	\$ 731,813.00	Arts/Tourism	Tier 2: COVID Reopening	First	46	-	783,750
15164	Piedmont Craftsmen, Inc.	Artist-to-Artist Mentorship Program	\$ 1.00	\$ 67,461.00	\$ 67,462.00	Mentorship	Tier 2: Arts	Second	47	-	-
15123	Piedmont Environmental Alliance	Green Communities Green Jobs	\$ -	\$ 195,000.00	\$ 195,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	48	-	-
15225	Piedmont Wind Symphony	PWS Music To The Masses: Phase II	\$ -	\$ 55,000.00	\$ 55,000.00	Arts/Tourism	Tier 2: Arts	Third	50	-	-
15259	RiverRun International Film Festival	RiverRun Festival & Community Programming	\$ -	\$ 45,000.00	\$ 45,000.00	Arts/Tourism	Tier 2: Arts	Second	50	-	45,000
15279	S.G. Atkins Community Development Corp.	Salem Cohousing Project	\$ 600,000.00	\$ -	\$ 600,000.00	Housing	Tier 1: Affordable Housing	First	51	-	-
15265	S.G. Atkins Community Development Corporation	SGA Economic Mobility Consortium	\$ -	\$ 2,000,000.00	\$ 2,000,000.00	Mentorship	Tier 2: Poverty Reduction	Third	52	758,500	-
15103	Second Harvest Food Bank of Northwest NC	Hunger for Change Capital Campaign	\$ 700,000.00	\$ -	\$ 700,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	53	-	825,785
15203	Samaritan Ministries	Project Cornerstone	\$ -	\$ 50,000.00	\$ 50,000.00	Homelessness	Tier 2: Poverty Reduction	First	53	-	-
15075	Senior Services, Inc.	Intergenerational Center for Arts and Wellness - Construction	\$ 750,000.00	\$ -	\$ 750,000.00	Elderly Services	Tier 2: Poverty Reduction	Second	54	500,000	2,000,000
15237	SHARE-WS, INC.,	Food Insecurity Reduction/Mitigation	\$ 31,198.00	\$ 168,802.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	54	-	-
15227	Sherman Academy	"Help Is On The Way"	\$ 30,000.00	\$ 318,000.00	\$ 348,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	55	-	-
15061	Smart Start of Forsyth County	W.S. Childcare COVID-19 Relief Fund	\$ 300,000.00	\$ 1,625,787.10	\$ 1,925,787.10	Child Care/Youth Programming	Tier 3: Child Care Needs	First	56	-	3,826,406
15282	Smart Start of Forsyth County	Nurturing Fatherhood Coalition	\$ -	\$ 948,150.00	\$ 948,150.00	Mentorship	Tier 2: Community Engagement	Second	57	-	-
15208	The Carter G. Woodson School	Carter G. Woodson School Urban Farm Academy	\$ 59,650.00	\$ 79,400.00	\$ 139,050.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	58	-	-
15218	Southeastern Center for Contemporary Art (SECCA)	SECCA Creative Jobs Internship Program	\$ -	\$ 1,312,875.00	\$ 1,312,875.00	Arts/Tourism	Tier 2: Arts	Second	58	-	-
15068	The Centers for Exceptional Children	Hallways of Hope Building Project	\$ 135,285.00	\$ 357,662.00	\$ 492,947.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	59	-	1,502,210
15060	The Salvation Army of Greater Winston Salem	Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club	\$ 539,896.59	\$ 454,138.00	\$ 994,034.59	Child Care/Youth Programming	Tier 3: Child Care Needs	First	61	-	991,665
15112	The Little Theatre of Winston-Salem	General Operations	\$ 50,000.00	\$ 126,300.00	\$ 176,300.00	Arts/Tourism	Tier 2: Arts	Third	61	-	-
15081	THE WELLS CENTER INC FOR WOMEN IN TRANSITION	CATCH (Changing Attitudes To Change Habits)	\$ 25,000.00	\$ 200,000.00	\$ 225,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	65	-	-
15121	Trellis Supportive Care	LPN Tuition Program	\$ -	\$ 35,232.00	\$ 35,232.00	Health Care	Tier 1: Job Creation/Workforce Development	Second	66	32,000	1,000,000
15211	Triad Cultural Arts, Inc.	African American Heritage Collective	\$ -	\$ 180,000.00	\$ 180,000.00	Arts/Tourism	Tier 2: Arts	Second	66	-	-
15084	Triad Restorative Justice	Navigator Mentorship Program	\$ -	\$ 197,500.00	\$ 197,500.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	68	-	-
15151	Triangle Residential Options for Substance Abusers, Inc. (TROSA)	TROSA-Triad Campus Phase II Development	\$ 500,000.00	\$ -	\$ 500,000.00	Health Care	Tier 1: Job Creation/Workforce Development	First	70	-	275,000
15219	Ujima CDC, Inc	Emmanuel Retirement Village Phase 2	\$ 1,500,000.00	\$ 1,500,000.00	\$ 3,000,000.00	Housing	Tier 1: Affordable Housing	Second	71	-	-
15266	Union Community Development Corporation an affiliate of Union Baptist Church	Community Dream Center and Life Enhancement Program	\$ 3,000,000.00	\$ -	\$ 3,000,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	71	-	-
15222	United Way of Forsyth County	Partnership for Prosperity - Moving Families Forward	\$ 150,000.00	\$ 350,000.00	\$ 500,000.00	Health Care	Tier 2: Poverty Reduction	First	72	-	400,000
15235	United Health Centrs	Open New Facility to Provide Access to Healthcare That Will Lead To Economic Stability for Underserved Residents Living in Marginalized Neighborhoods	\$ 2,000,000.00	\$ -	\$ 2,000,000.00	Health Care	Tier 2: Poverty Reduction	Second	72	865,000	2,000,000
15274	United Way of Forsyth County	Asset-Based Supportive Housing	\$ -	\$ 377,956.48	\$ 377,956.48	Homelessness	Tier 2: Poverty Reduction	First	74	-	377,956
15080	VHVVH, Inc. (Veterans Helping Veterans Heal)	Communications Plan and Website Update	\$ 1.00	\$ 50,000.00	\$ 50,001.00	Veteran Programming	Tier 2: Poverty Reduction	Second	75	-	-
15188	Whole Man Ministries of NC	Housing 4 Our Heroes	\$ 450,000.00	\$ 16,000.00	\$ 466,000.00	Other	Tier 2: Poverty Reduction	First	76	35,000	679,000
15189	Whole Man Ministries of NC	Stop The Violence Economic Mobility	\$ 29,700.00	\$ 74,700.00	\$ 104,400.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Third	76	-	-
15097	Whole Man Ministries, Inc	We Are Healthier Together	\$ 55,000.00	\$ 9,700.00	\$ 64,700.00	Food Initiatives	Tier 2: Poverty Reduction	Third	77	-	-
15130	Winston-Salem Center for Education and the Arts	Building infrastructure repair	\$ 70,000.00	\$ 9,000.00	\$ 79,000.00	Other	Tier 3: Community Partnership	First	77	-	-
15186	Winston Salem Christian School	After School Tutoring and Enrichment	\$ -	\$ 100,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	77	-	-
15242	Work Family Resource Center dba Child Care Resource Center	Play and Learn Groups - Family Friend and Neighbor Caregivers	\$ -	\$ 156,726.00	\$ 156,726.00	Pre-K	Tier 1: Pre-K Opportunities	First	78	-	221,185
15256	Wise Fellowship	Wise Mobile Reading	\$ 60,000.00	\$ 40,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	78	-	-
15107	YMCA of Northwest North Carolina	YMCA REACH Center	\$ 950,000.00	\$ -	\$ 950,000.00	Other	Tier 1: Job Creation/Workforce Development	First	79	1,000,000	-
15091	YWCA of Winston-Salem & Forsyth County	Gateway to Economic Mobility (GTEM)	\$ -	\$ 1,001,871.00	\$ 1,001,871.00	Health Care	Tier 2: Poverty Reduction	First	80	-	-
15181	YWCA of Winston-Salem & Forsyth County	Hawley House	\$ 40,000.00	\$ 289,576.00	\$ 329,576.00	Health Care	Tier 2: Community Engagement	First	80	-	-
15182	YWCA of Winston-Salem & Forsyth County	Juvenile Crime Prevention	\$ -	\$ 459,760.00	\$ 459,760.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	81	-	-



**BY COUNTY REQUEST  
CROSS REFERENCE**

**ARPA Transformational Grant Applications - by County Request Cross Reference**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15125	Arts Council of Winston-Salem & Forsyth County	Improving Community Health and Resilience through the Arts - "There's No Place Like Home"	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Arts/Tourism	Tier 2: Arts	Second	3	4,500,000	-
15136	Imprints Cares	Imprints Cares Family Resource Center for Children with Exceptional Needs	\$ 950,000.00	\$ -	\$ 950,000.00	Pre-K	Tier 1: Pre-K Opportunities	First	35	3,337,462	-
15107	YMCA of Northwest North Carolina	YMCA REACH Center	\$ 950,000.00	\$ -	\$ 950,000.00	Other	Tier 1: Job Creation/Workforce Development	First	79	1,000,000	-
15235	United Health Centrs	Open New Facility to Provide Access to Healthcare That Will Lead To Economic Stability for Underserved Residents Living in Marginalized Neighborhoods	\$ 2,000,000.00	\$ -	\$ 2,000,000.00	Health Care	Tier 2: Poverty Reduction	Second	72	865,000	2,000,000
15090	Crosby Scholars Community Partnership	Crosby Scholars Community Partnership	\$ 97,000.00	\$ 28,000.00	\$ 125,000.00	Education	Tier 2: Poverty Reduction	First	16	800,000	-
15265	S.G. Atkins Community Development Corporation	SGA Economic Mobility Consortium	\$ -	\$ 2,000,000.00	\$ 2,000,000.00	Mentorship	Tier 2: Poverty Reduction	Third	52	758,500	-
15075	Senior Services, Inc.	Intergenerational Center for Arts and Wellness - Construction	\$ 750,000.00	\$ -	\$ 750,000.00	Elderly Services	Tier 2: Poverty Reduction	Second	54	500,000	2,000,000
15083	Neighborhood's Hands	Neighborhood's Hands Feeding Winston-Salem	\$ -	\$ 200,000.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	45	200,000	-
15087	Kaleideum	STEAM Education Outreach	\$ 200,000.00	\$ 383,828.00	\$ 583,828.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	36	100,000	801,405
15188	Whole Man Ministries of NC	Housing 4 Our Heroes	\$ 450,000.00	\$ 16,000.00	\$ 466,000.00	Other	Tier 2: Poverty Reduction	First	76	35,000	679,000
15121	Trellis Supportive Care	LPN Tuition Program	\$ -	\$ 35,232.00	\$ 35,232.00	Health Care	Tier 1: Job Creation/Workforce Development	Second	66	32,000	1,000,000
15152	Flywheel Foundation	Retail Lab Winston	\$ -	\$ 75,000.00	\$ 75,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	21	30,700	-
15061	Smart Start of Forsyth County	W.S. Childcare COVID-19 Relief Fund	\$ 300,000.00	\$ 1,625,787.10	\$ 1,925,787.10	Child Care/Youth Programming	Tier 3: Child Care Needs	First	56	-	3,826,406
15068	The Centers for Exceptional Children	Hallways of Hope Building Project	\$ 135,285.00	\$ 357,662.00	\$ 492,947.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	59	-	1,502,210
15104	Community Care Center for Forsyth County, Inc.	Transforming Dental Care for the Uninsured	\$ -	\$ 1,387,416.00	\$ 1,387,416.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	1,111,736
15261	Boston-Thurmond Community Network	Boston-Thurmond United Initiative	\$ 3,694,500.00	\$ 821,003.00	\$ 4,515,503.00	Pre-K	Tier 1: Pre-K Opportunities	Second	9	-	1,005,875
15060	The Salvation Army of Greater Winston Salem	Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club	\$ 539,896.59	\$ 454,138.00	\$ 994,034.59	Child Care/Youth Programming	Tier 3: Child Care Needs	First	61	-	991,665
15239	Forsyth Medical Center Foundation d/b/a Novant Health Forsyth Medical Center Foundation	Bridges to Healthcare	\$ -	\$ 324,606.00	\$ 324,606.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Second	22	-	920,495
15103	Second Harvest Food Bank of Northwest NC	Hunger for Change Capital Campaign	\$ 700,000.00	\$ -	\$ 700,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	53	-	825,785
15140	Center for Creative Economy	The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem	\$ 55,000.00	\$ 724,000.00	\$ 779,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	11	-	814,916
15158	Old Salem, Inc.	Old Salem Museum & Gardens: Reopen Our Doors	\$ -	\$ 731,813.00	\$ 731,813.00	Arts/Tourism	Tier 2: COVID Reopening	First	46	-	783,750
15299	Agile City	Venture Winston Grants	\$ -	\$ 1,533,000.00	\$ 1,533,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	2	-	725,000
15204	Community Care Center for Forsyth County, Inc.	Transforming Behavioral Health for the Uninsured	\$ -	\$ 551,297.00	\$ 551,297.00	Health Care	Tier 2: Poverty Reduction	Third	15	-	431,142
15222	United Way of Forsyth County	Partnership for Prosperity - Moving Families Forward	\$ 150,000.00	\$ 350,000.00	\$ 500,000.00	Health Care	Tier 2: Poverty Reduction	First	72	-	400,000
15180	Eliza's Helping Hands, Inc	Eliza's Helping Hands	\$ 265,000.00	\$ 500,000.00	\$ 765,000.00	Health Care	Tier 2: Poverty Reduction	Second	17	-	400,000
15274	United Way of Forsyth County	Asset-Based Supportive Housing	\$ -	\$ 377,956.48	\$ 377,956.48	Homelessness	Tier 2: Poverty Reduction	First	74	-	377,956
15254	Mixer Community Makerspace	Connection Point to Career Pathways	\$ 49,235.00	\$ 283,757.00	\$ 332,992.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	39	-	361,221
15069	Goler Community Development Corporation / Winston-Salem Black Chamber of Commerce	TechCareers	\$ -	\$ 500,926.00	\$ 500,926.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	24	-	300,000
15106	Habitat for Humanity of Forsyth County, Inc.	Stone Terrace II Road Infrastructure	\$ 675,000.00	\$ -	\$ 675,000.00	Housing	Tier 1: Affordable Housing	First	30	-	300,000
15151	Triangle Residential Options for Substance Abusers, Inc. (TROSA)	Triangle Residential Options for Substance Abusers, Inc. (TROSA)	\$ 500,000.00	\$ -	\$ 500,000.00	Health Care	Tier 1: Job Creation/Workforce Development	First	70	-	275,000
15242	Work Family Resource Center dba Child Care Resource Center	Work Family Resource Center dba Child Care Resource Center	\$ -	\$ 156,726.00	\$ 156,726.00	Pre-K	Tier 1: Pre-K Opportunities	First	78	-	221,185
15243	Authoring Action	Authoring Action Creative Writing Workshops	\$ 5,500.00	\$ 55,000.00	\$ 60,500.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	5	-	100,000
15116	My FACE, Inc.	TEAM for Women	\$ -	\$ 50,000.00	\$ 50,000.00	Mentorship	Tier 2: Community Engagement	Third	40	-	61,375
15259	RiverRun International Film Festival	RiverRun Festival & Community Programming	\$ -	\$ 45,000.00	\$ 45,000.00	Arts/Tourism	Tier 2: Arts	Second	50	-	45,000
15182	YWCA of Winston-Salem & Forsyth County	Juvenile Crime Prevention	\$ -	\$ 459,760.00	\$ 459,760.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	81	-	-
15279	S.G. Atkins Community Development Corp.	Salem Cohousing Project	\$ 600,000.00	\$ -	\$ 600,000.00	Housing	Tier 1: Affordable Housing	First	51	-	-
15065	HOPE of Winston-Salem	H.O.P.E. of Winston-Salem, Help our People Eat	\$ -	\$ 75,000.00	\$ 75,000.00	Food Initiatives	Tier 2: Poverty Reduction	First	31	-	-
15185	IFB Solutions (trade name of Winston-Salem Industries for the Blind)	Job Training and Employment for People Who are Blind	\$ -	\$ 300,000.00	\$ 300,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	First	33	-	-
15203	Samaritan Ministries	Project Cornerstone	\$ -	\$ 50,000.00	\$ 50,000.00	Homelessness	Tier 2: Poverty Reduction	First	53	-	-
15181	YWCA of Winston-Salem & Forsyth County	Hawley House	\$ 40,000.00	\$ 289,576.00	\$ 329,576.00	Health Care	Tier 2: Community Engagement	First	80	-	-
15084	Triad Restorative Justice	Navigator Mentorship Program	\$ -	\$ 197,500.00	\$ 197,500.00	Child Care/Youth Programming	Tier 2: Poverty Reduction	First	68	-	-
15157	National Cycling center	Cycling for Health, Recreation, Transportation and Visibility of Winston Salem	\$ -	\$ 481,800.00	\$ 481,800.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	43	-	-
15091	YWCA of Winston-Salem & Forsyth County	Gateway to Economic Mobility (GTEM)	\$ -	\$ 1,001,871.00	\$ 1,001,871.00	Health Care	Tier 2: Poverty Reduction	First	80	-	-
15163	greenNest	Essentials for Finally Home	\$ -	\$ 81,410.00	\$ 81,410.00	Other	Tier 2: Poverty Reduction	First	27	-	-
15161	Journee Bees Village	Community Bridge Connect	\$ -	\$ 387,000.00	\$ 387,000.00	Health Care	Tier 2: Poverty Reduction	First	35	-	-
15227	Sherman Academy	"Help is On The Way"	\$ 30,000.00	\$ 318,000.00	\$ 348,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	First	55	-	-
15130	Winston-Salem Center for Education and the Arts	Building infrastructure repair	\$ 70,000.00	\$ 9,000.00	\$ 79,000.00	Other	Tier 3: Community Partnership	First	77	-	-
15100	Neighborhood's Hands	Neighborhood's Hands Putting Residents Back To Work Workforce Development	\$ -	\$ 100,000.00	\$ 100,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	45	-	-
15201	Hope to Thrive	Hope To Thrive Trauma, Race and System Transformation	\$ -	\$ 84,000.00	\$ 84,000.00	Mentorship	Tier 2: Community Engagement	Second	32	-	-
15272	Guiding Institute for Developmental Education	GIDE - SWAG (Scholars of Winston-Salem Achieving Greatness)	\$ -	\$ 992,209.00	\$ 992,209.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	28	-	-

**ARPA Transformational Grant Applications - by County Request Cross Reference**

Case Id	Organization Name	Project Program Title	Capital Request	Operating Request	Total Request	Category	Strategic Plan Alignment	Scoring Tier	Exhibit Page #	County Funding Already Approved	Pending County Request
15273	Exchange Club Center For The Prevention Of Child Abuse Of North Carolina, Inc. (The Parenting PATH)	Short Term Counseling	\$ -	\$ 465,843.70	\$ 465,843.70	Health Care	Tier 2: Poverty Reduction	Second	20	-	-
15311	Bethesda Center for the Homeless	BCH Transformational Change for Life Accountability and Generational Stabilization	\$ -	\$ 1,000,000.00	\$ 1,000,000.00	Homelessness	Tier 2: Poverty Reduction	Second	6	-	-
15141	Acción Hispana dba Qué Pasa	Proyecto Mariposa (Project Butterfly)	\$ -	\$ 386,150.00	\$ 386,150.00	Other	Tier 2: Community Engagement	Second	1	-	-
15117	LEAD GIRLS OF NC INC	LEAD Girls Afterschool Program	\$ 73,750.00	\$ 500,000.00	\$ 573,750.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	37	-	-
15237	SHARE-WS, INC.,	Food Insecurity Reduction/Mitigation	\$ 31,198.00	\$ 168,802.00	\$ 200,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	54	-	-
15168	Action4Equity	Konnoak Community Freedom School Summer Literacy Program	\$ 42,505.00	\$ 134,082.00	\$ 176,587.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	1	-	-
15066	Eureka Ministry, Inc.	MERGE Educational/Job Training Program	\$ 4,500.00	\$ 138,820.00	\$ 143,320.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	17	-	-
15080	VHVH, Inc. (Veterans Helping Veterans Heal)	Communications Plan and Website Update	\$ 1.00	\$ 50,000.00	\$ 50,001.00	Veteran Programming	Tier 2: Poverty Reduction	Second	75	-	-
15092	Golf FORE! Fun Inc. dba First Tee—Central Carolina	First Tee— Central Carolina Life Skills Programming at Winston Lake Golf Course	\$ 12,000.00	\$ 42,000.00	\$ 54,000.00	Child Care/Youth Programming	Tier 2: Community Engagement	Second	26	-	-
15211	Triad Cultural Arts, Inc.	African American Heritage Collective	\$ -	\$ 180,000.00	\$ 180,000.00	Arts/Tourism	Tier 2: Arts	Second	66	-	-
15212	Christ Rescue Temple Apostolic Church	Christ Rescue Temple "People Helping People" Feeding Program	\$ 10,000.00	\$ 20,000.00	\$ 30,000.00	Food Initiatives	Tier 2: Poverty Reduction	Second	14	-	-
15208	The Carter G. Woodson School	Carter G. Woodson School Urban Farm Academy	\$ 59,650.00	\$ 79,400.00	\$ 139,050.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	58	-	-
15123	Piedmont Environmental Alliance	Green Communities Green Jobs	\$ -	\$ 195,000.00	\$ 195,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Second	48	-	-
15218	Southeastern Center for Contemporary Art (SECCA)	SECCA Creative Jobs Internship Program	\$ -	\$ 1,312,875.00	\$ 1,312,875.00	Arts/Tourism	Tier 2: Arts	Second	58	-	-
15282	Smart Start of Forsyth County	Nurturing Fatherhood Coalition	\$ -	\$ 948,150.00	\$ 948,150.00	Mentorship	Tier 2: Community Engagement	Second	57	-	-
15210	Big 4 of Forsyth County	Big 4 Memorial Pavilion	\$ -	\$ 200,000.00	\$ 200,000.00	Arts/Tourism	Tier 2: Arts	Second	8	-	-
15219	Ujima CDC, Inc	Emmanuel Retirement Village Phase 2	\$ 1,500,000.00	\$ 1,500,000.00	\$ 3,000,000.00	Housing	Tier 1: Affordable Housing	Second	71	-	-
15253	Forsyth County Veterans Treatment Court, Inc	Forsyth County Veteran Court Services	\$ -	\$ 153,505.00	\$ 153,505.00	Veteran Programming	Tier 2: Community Engagement	Second	21	-	-
15186	Winston Salem Christian School	After School Tutoring and Enrichment	\$ -	\$ 100,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Second	77	-	-
15206	Christ Rescue Temple Apostolic Church	Christ Rescue Temple Systems/Apartments	\$ 410,000.00	\$ 3,600.00	\$ 413,600.00	Housing	Tier 3: Neighborhood Maintenance	Second	13	-	-
15171	My Brothers Second Chance	Boots on the Ground Initiative	\$ 200,215.30	\$ 200,215.30	\$ 400,430.60	Mentorship	Tier 2: Community Engagement	Second	39	-	-
15164	Piedmont Craftsmen, Inc.	Artist-to-Artist Mentorship Program	\$ 1.00	\$ 67,461.00	\$ 67,462.00	Mentorship	Tier 2: Arts	Second	47	-	-
15268	National Community Development Corporation (NCDC)	Innovative Affordable Housing Program	\$ 1,000,000.00	\$ 500,000.00	\$ 1,500,000.00	Housing	Tier 1: Affordable Housing	Second	41	-	-
15081	THE WELLS CENTER INC FOR WOMEN IN TRANSITION	CATCH (Changing Attitudes To Change Habits)	\$ 25,000.00	\$ 200,000.00	\$ 225,000.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	65	-	-
15252	Grace Presbyterian Church	Healthy Eating Initiative	\$ -	\$ 26,150.00	\$ 26,150.00	Food Initiatives	Tier 2: Poverty Reduction	Third	26	-	-
15266	Union Community Development Corporation an affiliate of Union Baptist Church	Community Dream Center and Life Enhancement Program	\$ 3,000,000.00	\$ -	\$ 3,000,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	71	-	-
15214	Christ Rescue Temple C.R.T. Golden Lamb Rest Home	Christ Rescue Temple Systems/Golden Lamb Rest Home	\$ 30,000.00	\$ 11,000.00	\$ 41,000.00	Housing	Tier 2: Poverty Reduction	Third	12	-	-
15112	The Little Theatre of Winston-Salem	General Operations	\$ 50,000.00	\$ 126,300.00	\$ 176,300.00	Arts/Tourism	Tier 2: Arts	Third	61	-	-
15097	Whole Man Ministries, Inc	We Are Healthier Together	\$ 55,000.00	\$ 9,700.00	\$ 64,700.00	Food Initiatives	Tier 2: Poverty Reduction	Third	77	-	-
15280	Hope to Thrive (non-profit)	Hope To Thrive Racial and Food Equity Transformation	\$ 75,000.00	\$ 75,000.00	\$ 150,000.00	Food Initiatives	Tier 2: Poverty Reduction	Third	33	-	-
15275	Hope to Thrive (non-profit)	Youth Creating Safe and Secure and Liveable Neighborhoods	\$ 60,000.00	\$ 300,000.00	\$ 360,000.00	Mentorship	Tier 2: Community Engagement	Third	32	-	-
15142	HARRY VCOS	Veterans Intergenerational Program	\$ 50,000.00	\$ 90,000.00	\$ 140,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	31	-	-
15228	Greater Winston-Salem Development Corp	Workforce / Economic Development Project	\$ 5,000.00	\$ 1,120,500.00	\$ 1,125,500.00	Economic/Workforce Development	Tier 1: Job Creation/Workforce Development	Third	27	-	-
15189	Whole Man Ministries of NC	Stop The Violence Economic Mobility	\$ 29,700.00	\$ 74,700.00	\$ 104,400.00	Child Care/Youth Programming	Tier 1: Job Creation/Workforce Development	Third	76	-	-
15225	Piedmont Wind Symphony	PWS Music To The Masses: Phase II	\$ -	\$ 55,000.00	\$ 55,000.00	Arts/Tourism	Tier 2: Arts	Third	50	-	-
15102	Get In the Game	GITG Winston-Salem Expansion	\$ -	\$ 165,800.00	\$ 165,800.00	Child Care/Youth Programming	Tier 2: Community Engagement	Third	23	-	-
15105	Liberty East Redevelopment	Building Blocks For the Future Of Our Neighborhoods	\$ 240,000.00	\$ 240,000.00	\$ 480,000.00	Other	Tier 3: Child Care Needs	Third	38	-	-
15256	Wise Fellowship	Wise Mobile Reading	\$ 60,000.00	\$ 40,000.00	\$ 100,000.00	Child Care/Youth Programming	Tier 3: Child Care Needs	Third	78	-	-
15270	Infrastructure Corps	boots on the ground	\$ 100,000.00	\$ 100,000.00	\$ 200,000.00	Mentorship	Tier 2: Community Engagement	Third	35	-	-

**ARPA  
TRANSFORMATIONAL  
GRANT APPLICANTS  
EXHIBIT**

**EXHIBIT - ARPA TRANSFORMATIONAL GRANT APPLICANTS  
PROJECT DESCRIPTIONS**

**Case:** 15141

**Organization:** Acción Hispana dba Qué Pasa

**Project:** Proyecto Mariposa (Project Butterfly)

This project seeks to address the needs of the low-income Hispanic population of Winston-Salem. There are many worthy organizations in Winston-Salem that address the primary, basic needs of individuals such as food and shelter. Rather than add to the many organizations already doing that type of work, this project will engage with the Hispanic community to understand their more complex needs such as professional development, personal growth, family relationships, and financial planning. Our goal is to address the root causes of the many disparities experienced by the Hispanic community and provide solutions that can help break cyclical challenges such as poverty, economic immobility, and a lack of access to education. The Hispanic population is unique and complex due to a variety of factors that can include language barriers, cultural norms, lack or underutilization of digital access, and legal status. These factors make it much more challenging for Hispanics to access traditional resources, understand what they can do to have a better life, and overcome distrust and fear of systems - such as government, banks, medical care, etc. Many of these challenges were finally highlighted and made visible by the COVID-19 pandemic, and it is time for us to work on addressing the needs of Hispanics.

Through this project, Qué Pasa (under the wing of Acción Hispana), will engage in a large-scale data collection project to ultimately create solutions that can help the Hispanic community of Winston-Salem achieve their goals and live a better life. The most important thing we can do for this community is to provide them with a platform, a voice, and visibility to express their needs rather than assuming we know their needs. This project will have two distinct phases - a Discovery Phase and a Solutions Phase.

Through the Discovery Phase of the project, Qué Pasa, a trusted source of information for the Hispanic community, will engage with partners and contractors to develop surveys (in Spanish) that will be self-completed or administered and completed in individual interviews or small group settings. The questions will be designed by psychologists and other behavioral health experts. These surveys will allow individuals to self-identify needs in their daily lives, but the survey design and interviews/group sessions will also be written and administered in ways that allow us to identify other, deeper needs of the community - creating an evidence-based solution based on "people intelligence."

Once we have analyzed the data from the Discovery Phase of the project, we will move to a Solutions Phase. During this period, Qué Pasa will work with our team and contractors to build out a digital platform on our website that will contain information, resources, learning opportunities, places to connect, and a needs matching system that will be directly based on the identified needs of the Hispanic community. Through this online hub, individuals will have free access to qualified information and professionally designed learning experiences, group sessions, and events that directly help them work towards better outcomes in all aspects of their lives. This allows individuals to grow and flourish personally while also allowing them to envision a better life, increasing their chances for economic mobility, and improving their overall well-being (including mental and behavioral health).

**Case:** 15168

**Organization:** Action4Equity

**Project:** Konnoak Community Freedom School Summer Literacy Program

The Konnoak Community Freedom School is an annual free 6-week summer literacy program for low-income middle school students in south and southeast Winston-Salem whose goal is to stop summer learning loss (and now the COVID-

19 learning loss) and enhance students' overall literacy. The Konnoak Community Freedom School is an official partner of the nationally recognized Children's Defense Fund Freedom Schools® and uses their 6-week, summer literacy programming model. The CDF Freedom Schools has an almost 30-year documented data history of stopping summer learning loss as well as improving reading instruction—especially for black male youth of middle-school-age.

The CDF Freedom Schools program enhances children's motivation to read and makes them feel good about learning. At the same time, the program connects families to the right resources in their community. CDF Freedom Schools' school-aged scholars engage in a research-based, multicultural Integrated Reading Curriculum that supports them and their families through five essential components:

- High quality academic enrichment;
- Parent and family development;
- Civic engagement and social action;
- Intergenerational servant leadership development; Nutrition, health, and mental health.
- Students also receive two nutritious meals and a snack daily, as well as a book each week to build their home libraries.

The funds requested will be used to pay for the following:

1. Training and program fees to CDF Freedom Schools for licensing their Integrated Reading Curriculum and obtaining 6-weeks of books, plus required program staff (Project Director, Site Coordinator, and five Servant Leader Interns) for implementing the Freedom School summer literacy program, along with needed supplemental staff (Spanish Interpreter/Family Engagement Coordinator, Special Reading Tutor, and Math Tutor).
2. Local training for staff, six required parent engagement meetings, field trips/afternoon activities, transportation for field trips, classroom supplies, insurance, special event(s), classroom supplies, and facility expenses.
3. Needed classroom and technology equipment to enhance and enrich the daily Afternoon Activities for scholars with a focus on STEAM (science, technology, engineering, arts, and math) activities.

**Case:** 15299

**Organization:** Agile City

**Project:** Venture Winston Grants

The Venture Winston Grants, a program of Agile City, is a startup grant competition that supports local startups and recruits startups to grow and scale in Winston Salem, creating jobs and growing the local innovation economy. Preference is shown for local founders as well as minority and women-owned startups. Selected startups receive a \$50k non-equity grant in exchange for retaining or relocating a minimum of 51% of their operations in Winston Salem for a 12-month residency in a local incubator. With the Venture Winston Grants, we are seeking to build and sustain a transformative program for Winston Salem's entrepreneurial and innovation economy. The Venture Winston Grants program delivers more grant money to more startups than any other local program, making it a powerful engine for local entrepreneurial growth.

We piloted the program in 2021 with a vision of supporting and attracting the next 100 startups in Winston Salem. We launched a social media marketing campaign that generated nearly 20 million impressions and 20k unique web site visits, helping to brand Winston Salem as an entrepreneurial destination. We had 1200 applications from all 50 states and 22 countries, with 68% of all applicants identifying as women or minority founders. We narrowed down the list to 63 quarter finalists whose applications were reviewed and scored by a cross-sectional evaluation committee. The evaluation committee included 50+ local industry experts, business leaders, ecosystem stakeholders, City Councilman Robert Clark and Forsyth County Economic Development Director Kyle Haney. Based on this scoring, we then invited 14 semi-finalists to Winston Salem in October 2021 for a pitch round, and named the winners in November 2021. The cohort established residency in Winston Salem in January 2022 and began their immersive incubation experience with our partner, Winston

Starts. The cohort represents the Future of Aviation, The Future of Healthcare, and the Future of Food, Nutrition and Agriculture, all sectors where Winston Salem has strong assets and competitive differentiation.

Our first cohort of 9 companies includes 4 Winston-Salem startups and 5 from out of state including California, Georgia, Florida, Northern Virginia and Boston. The cohort includes a diverse group of founders including women and minorities (African American, Indian, LatinX, Canadian, Tunisian), women and men, and ages ranging from 20's to 80's. We are committed to supporting and recruiting a diverse cohort of founders.

In their first quarter here, the Venture Winston Grants cohort is already delivering transformative results:

- hired 7 new employees
- signed a licensing agreement
- opened a pilot manufacturing facility
- applied for a National Science Foundation (NSF) SBIR grant and completed an SBIR grant
- published a joint research paper with NASA
- secured prototyping lab time at NC State
- identified FDA regulatory pathways and insurance value
- started a new clinical partnership with Novant Health
- designed a new product
- set up new e-commerce capabilities
- increased monthly revenue 30%
- opened a 3rd region
- revamped business plan and investor materials
- researched new markets
- pitched to investors and received funding from the WSPR Fund (Greater WS, Inc)

Clearly, the pilot program is already having a positive economic impact on the City of Winston Salem, and we'd like to build on our success. The funds we are requesting will be used for programming, marketing activities and staff capacity that will recruit and support a second and third cohort of startups. Our goal is to increase our cohort size to 15-20 companies, essentially doubling the program. Recruitment efforts would run in 2023, and Cohort 2 would be in residence in Winston Salem from January to December 2024. We are also applying for the same amount of ARPA funding from Forsyth County, which would allow us to run a third cohort in 2024-2025. The combined ARPA funding would help us retain and recruit the next 40 startups to Winston Salem in the next three years.

Comparable programs like The Arch Grants in St. Louis operate with much larger budgets than we do. In fact, the Arch Grants' 2018 budget, according to the organization's Form 990, was more than \$4 million. In contrast, our operating budget, including startup grants, is less than \$750,000 for our first two years. We are lean, efficient, and focused on transformative impact.

**Case:** 15125

**Organization:** Arts Council of Winston-Salem & Forsyth County

**Project:** Improving Community Health and Resilience through the Arts - "There's No Place Like Home"

Healthcare is a leading industry in Winston-Salem and Forsyth County, NC, where Atrium Health Wake Forest Baptist, Novant Health, and many community health centers are located. The thriving creative community includes Arts Council of Winston-Salem and Forsyth County and the UNC School of the Arts. Winston-Salem is also home to Innovation Quarter, a district focused on research, biomedical science, IT, digital media, clinical services, and advanced materials.

In March 2022, Winston-Salem/Forsyth County was selected to participate as one of eighteen municipalities across the United States in the Improving Community Health and Resilience through the Arts pilot cohort through the National

League of Cities and One Nation/One Project (ONOP). At the time of our Transformative Grants Program application, our involvement in this project has not been publicly announced. An announcement from the National League of Cities will be made in early May 2022 of our involvement in this sought-after national arts and wellness program. Key partners in our local cohort include the following: Arts Council of Winston-Salem & Forsyth County, City of Winston-Salem Department of Community Development, the Thomas S. Kenan Institute for the Arts of University of North Carolina School of the Arts (TSKIA), Forsyth County Department of Public Health, and United Health Centers.

In 1936, the Federal Theatre Project produced and premiered an adaptation of a single play on the same night in 18 American cities and towns. The community-driven productions benefitted thousands of lives and made history. Nearly a century later, in July 2024, One Nation/One Project will bring together 18 Cities, Artists and Community Health Centers to premiere collaborative art works on an unprecedented scale. Each site will creatively respond to the single prompt: There's No Place Like Home.

The National League of Cities and One Nation/One Project is a multi-faceted artistic intervention designed to activate the power of arts and culture to strengthen the social fabric of our nation. The objective is to pilot a national arts and wellness project designed to leverage the proven benefits of arts engagement to foster holistic recovery, well-being, and social cohesion in communities.

We acknowledge the following:

1. Art has the power to change lives.
2. Cities belong to everyone.
3. Health is a fundamental human right.
4. Our differences are our collective strengths.

The social, economic, and health tolls of the COVID-19 pandemic have resulted in empty city streets, American communities struggling with physical and mental health challenges, and profound economic disruption. This new initiative, Improving Community Health and Resilience through the Arts, will leverage the power of the arts to support city leaders' efforts to improve the health, cohesion, and resilience of their communities.

This initiative will help our municipality build sustainable partnerships between local government, artists, Community Health Centers (CHCs), and the communities hit hardest by the pandemic to renew public spaces, create economic opportunities, and holistically improve community wellbeing. Along with the City of Winston-Salem Community Development's Cleveland Avenue Choice Neighborhood Initiative, residents on the East Side of the city will gain better access to the broader Triad area, more robust connections to commercial and employment assets, more and affordable housing options, early childhood education, and adult employment opportunities that add to community resilience. As part of the Choice Neighborhood Initiative, the City is partnering with United Health Centers to build a new health center in town. Arts Council and Triad Cultural Arts are working with the City to do some community engagement and cultural asset mapping for the area to gather community input on creative placemaking such as public art, gateways, and heritage trails.

This initiative, that is already underway, will be an asset to the Improving Community Health and Resilience through the Arts project by bringing together our local government and the arts and health sectors through unique partnerships. One Nation/One Project will use a large-scale arts and wellness initiative to rebuild the social fabric of recovering communities across our nation.

This project will deliver evidence-based benefits of the arts, such as:

- Improved health outcomes
- Strengthened social bonds
- New, equitable employment opportunities



These and other benefits of the arts are part of an evidence framework – Arts and Culture in Public Health. Grounded in the Social Ecological model, this framework builds on the Creating Healthy Communities through Cross-Sector Collaboration white paper—which is informed by 250 thought leaders in the public health, arts and culture, and community development sectors. It draws on the social ecological model, the Overarching Goals of Healthy People 2030, and the Robert Wood Johnson Foundation's Culture of Health Action Framework to illuminate evidence-based links between arts exposure and participation and multiple health outcomes. (Sonke, J. & Golden, T. (2020). Arts and Culture in Public Health: An Evidence-Based Framework. University of Florida Center for Arts in Medicine.)

#### City Participation and Support

Winston-Salem/Forsyth County will be supported through extensive context-specific technical, artistic and organizational assistance from ONOP's national team, which is spearheaded by formidable artistic leaders and production partners.

This initiative seeks a broad range of creative ideas for projects which include broad public participation from ideation to implementation.

Support provided to selected sites will include:

- Artistic guidance
- Connections to national artists
- Technical support
- Documentation and research support
- Peer-to-Peer support and hands-on assistance
- Dissemination and distribution

This Transformative Grant Program request will go to support our involvement along with the City and other key partners in Improving Community Health and Resilience through the Arts. We also have leads on private philanthropy and sources of contributed revenue to support our local cohort, understanding that the final budget is pending the full scope of the project, to be defined during the national program. Additionally, Arts Council received funding from the Forsyth County ARPA allocations in support of a variety of programs and initiatives. Since the public health department is a division of Forsyth County, and they will be a programmatic partner in this initiative, a portion of those funds will also be used to supplement this community project.

ONOP will be bringing a set of strategies and tools comprising thought-leadership, trainings, on-the ground place-based work, materials, national networks, and collaboration coaching bringing a value of approximately \$700,000 per site of in-kind support for the duration of the project.

**Case:** 15243

**Organization:** Authoring Action

**Project:** Authoring Action Creative Writing Workshops

Authoring Action will provide creative writing workshops to middle schoolers, to develop not only their writing ability to write effectively but to also develop their ability to speak their original written works before their peers and an audience. Funds will be used for the instructors and staff, along with support for the structure, supplies and snacks required to support the sessions and 2 sessions' end productions.

Authoring Action has developed a unique creative writing process to equip students to access their capacity for power, excellence, character development and communication. For the past 20 years Authoring Action has shared this process with teens from the Winston-Salem community. Recently this process was published as a printed curriculum with accompanying training website for workshop participants [[authoringactiontraining.org](http://authoringactiontraining.org)]. We are currently working with

the WSFCS to create workshops to train teachers in the Authoring Action Creative Writing Process so they can take the process into their classrooms.

Authoring Action provides arts and education programming to promote literacy - more than the ability to read and write, rather the ability to negotiate one's life and dreams. Authoring Action's Signature Creative Writing Process focuses heavily on discussion as the First Ink in Creative, Story Telling, Editorial, Journal, Essay, Spoken Word, Lyric and script writing.

Creative writing at Authoring Action is about going to a place where you have something to say, not just saying something because you are being asked to write. Going to a place, within yourself, where you have something to say is a form of admittance. Our authors and workshop participants must realize and admit how a topic or issue relates to their life, their community. The First Ink discussion process and signature Creative Writing process develop not only critical thinking skills of each young author, but also agency and the ability to author one's life.

**Case:** 15311

**Organization:** Bethesda Center for the Homeless

**Project:** BCH Transformational Change for Life Accountability and Generational Stabilization

Bethesda Center for the Homeless (BCH) respectfully requests a grant from the City of Winston Salem in the amount of \$1,000,000 (\$500,000 over a two year period) to support the Transformational Change for Life Accountability and Generational Stability Program, which includes intensive case management, housing and supportive services at Housing Authority of Winston Salem (HAWS), and direct lifetime mentorship with community stakeholders at Agape Faith Church in Winston Salem, NC.

On any given night in Forsyth County, there are over 500 homeless individuals in the community (sheltered and unsheltered). The most recent unsheltered count was 250 individuals living in places not meant for human habitation. BCH strives to partner with the community to eradicate that number as we remain the only day and emergency night shelter that houses 100 people each night in the area. Despite the homeless population, there are no other facilities like Bethesda Center for the Homeless in Forsyth County. It is our mission to develop and implement a cost-effective and recidivism reducing program that meets the needs of a diverse population working to break the cycles of homelessness and intergenerational poverty by addressing homelessness due to 1) unemployment, 2) addiction, 3) trauma, and/or 4) mental/ physical illness, and 5) COVID, we are able to divert people out of homeless situations, and possibly the criminal justice system by utilizing and accessing local social services. Each agency's collaboration facilitates the exchange of discipline specific expertise, information, and resources in order to assist program participants in achieving permanent self-sufficiency not only for themselves, but for their families for generations to come as they learn to become and remain independent. The BCH staff is committed to seeking alternatives to the normal course of homelessness for those in need of basic but essential stabilization skills. Our program will serve homeless individuals and families in Forsyth County. Through a viable collaborative relationship with HAWS, our Guests (we do not call anyone "homeless") are prioritized for housing in Sunrise Towers, Piedmont Park, and Cleveland Homes. Homeless families are supported in Piedmont Park and Cleveland Homes, the head of the household must have a disabling condition causing their current housing situation. Chronically homeless individuals are prioritized for Sunrise Towers, single units. The federal definition for a chronically homeless person is, 'an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or has had at least 4 episodes of homelessness in the past 3 years'. The 4 episodes must total a year.

The funds requested will also provide financial assistance to include rental assistance for one year and step down assistance for the second year. The funds will also finance deposits, moving expenses, furniture, and medical needs if necessary. The case manager will coordinate wrap around mainstream services that will support the individual or family transitioning from homelessness. Mainstream services include but not limited to: medical and mental health through partnerships with Novant Health, Baptist Mobile Health, United Health Centers, POSSE Health, and North Carolina Counts Coalition, substance use, food stamps, disability benefits, budgeting, identification, clothing, and transportation and other

services as identified in their individuals' service plan. Supportive services provided by the case manager will be able to significantly contribute to the quality of life of the guests receiving services.

Our first goal is to provide stable and permanent housing to the homeless families and individuals that we serve. This program will help eradicate the homelessness that is so prevalent in Forsyth County. In order to serve our guests, we will not only focus on permanent housing but also provide supportive services that are necessary for ongoing stability. Though the use of the evidence-based practice, Critical Time Intervention (CTI), individuals will receive intensive case management which helps vulnerable individuals during their transition strengthen their network and community support. CTI requires an intensive progressive engagement approach to case management, meaning that homeless individuals will have a minimum of one face to face contact per week based upon their individual needs. Intensive case management will remain in place for a year and step down case management will occur in the second year. We have found that second year to be fruitful for stability as the case manager remains as a viable contact for the now housed individual.

Our second goal is to increase household income through earned income, disability benefits or retirement benefits. Even though, financial assistance will be provided for the household during the two years of the program, securing viable stable income will be necessary moving forward. CTI is compounded with our lifetime mentorship program with a community stakeholder of Agape Faith Church as we have learned that community connections also contribute to stability and resource sharing.

For many of our Guests, the day is consumed with a search for food, clothing and shelter- our facility eliminates this burden and allows them to focus on obtaining a home of their own. Due to mental illnesses, a fraction of this population is mentally competent enough to attend court and stand trial in instances where they find themselves in predicaments that lead to arrest on various public disorderly conduct charges and opt to obtain food, clothing and shelter in the county jail. To address the issue, our program also functions as a specialized court program tailored to the needs of defendants who are charged with misdemeanor and felony offenses that result from the homeless condition. Because frequent contact with police perpetuates the cycle of homelessness, and in many cases hinders the ability to obtain housing, the program is designed to 1) reduce recidivism, 2) mitigate court and jail costs, 3) build community collaboration, 4) improve access to community resources, and 5) assist those lacking permanent residence to access vital services and secure employment. The implementation of our program will reduce the continuous re-entry of defendants into the court system and promote personal accomplishment more frequently than traditional court measures that utilize incarceration as a method of rehabilitation. Accordingly, we expect to efficiently clear the court calendar from legal matters related to destitute circumstances because the program uniquely assists program participants in accessing community resources that support self-stabilizing behaviors. We do not differentiate between those whose offenses contributed to homelessness and those whose offenses are the result of homelessness.

For those lacking stable housing and living on the streets, or otherwise have endured financial difficulty, some lack governmental resources. All lack a permanent place to call home. It is important to remember: it is the condition of being homeless that is undesirable, not the people. These Guests are still our neighbors to more affluent communities in Winston Salem. Recent communications with Winston Salem Police Department reveal that the average daily cost of county jail is \$ 56.00 per day. In the event that severe medical or mental health services are needed, the cost of incarceration exceeds \$76.00 per day. According to the North Carolina Department of Community Affairs, the required income to afford a two bedroom apartment at fair market rent is \$29,084, which is difficult for families already facing dire financial circumstances. The Forsyth County Solicitor's Office is presently prosecuting more than 40 cases where homelessness is the underlying issue, and these matters will continue to be recidivist cases until the core concerns are resolved. Presently, the court may attempt to accommodate homeless individuals who are unable to pay a fine by offering community service as a viable option however, even with a court order to complete community service, defendants are released back into an unstable setting. Because, the issue of securing stable and sustainable housing remains the critical factor, the individual may be re-arrested, and sequentially recycled through the system until the life situation changes. The Department of Justice estimates that about two-thirds of people who are released from prison will, without supportive services, return to the correctional system within three years. This means that rehabilitation is limited unless life stabilization is addressed. For program participants, unless legal issues are resolved, life stabilization is impeded: there can be no government sponsored

assistance, no public housing, no treatment for substance and alcohol abuse, no food stamps, and no veteran's assistance. Accordingly, the homeless person becomes even more marginalized. With BCH, participants integrate their activities in a stable housing setting and/or a shelter while their case is being adjudicated. This is an opportunity to enhance their lives, not a handout. Our goal is to help program participants regain productive lives by utilizing tools to overcome a lack of job skills, employment and housing. During our counseling sessions, we speak directly to the participants, discussing with them their compliance to program rules and commitment to achieving stabilization, much like an appointed judge would do. Each person will be required to list the most meaningful or helpful activities as well as their plans for the future as opposed to living with no permanent residence and retaining constant mobility, sleeping in various parks, personal vehicles, public transit stations, and/or highway bridges. Additional program goals include:

- Develop alternative sentencing options for program participants
- Building communal collaboration
- Implement and operate mentoring/ counseling sessions for homeless individuals
- Reduce the number of hearings required to resolve cases involving homelessness
- Resolve 80% of the program's caseload within a 90 day period
- Reduce court and jail costs associated with homeless individuals
- Improve rates of successful program completion without incarceration
- Assisting program participants in accessing vital services and jobs for themselves and households so as not to impose on taxpayer dollars for the foreseeable future

Current systematic measures that encourage deterrence provide evidentiary support that traditional approaches are ineffective in curtailing the homeless disposition. Due to the economic turndown and COVID, the number of Guests with stabilization needs have increased and corresponding options have remained less than effective in reducing recidivism for both homelessness and our court system. BCH assists in reducing a revolving door of justice to a problem-solving, prosocial program, building upon interpersonal connections among stakeholders, who include social workers, homeless defendants, other nonprofits, health facilities, and city staff. Our collaboration with other charitable organizations, governmental institutions, and social service agencies to ensure that program participants have a means of resolving their homeless, health, and legal issues that might otherwise be an impediment to their stability. In this manner, cases that formally rotated through the system again and again can be resolved with finality, ultimately resulting in savings to the city of Winston Salem.

We are a supplemental program to existing diversion programs, which do not specifically address issues of homelessness or have disqualifying criteria for this population. We are uniquely able to compliment our hospitals, mental health facilities, and justice systems as participants with multiple life stressors (i.e., homelessness, alcoholism, drug addiction, and mental illness) are engaged in gainful activity and removed from the roadways, doorways, transit stations, parks, and other gathering places where they may be susceptible to arrest. Amidst such factors, securing employment or receiving state and/or federal benefits (housing, Social Security, Disability, Veterans Assistance, Welfare, etc.) is now possible. After completing our 90 day program, participants may be referred to a long-term community mentoring program that may continue practices of a healthier, financially stable, noncriminal, and tax paying lifestyle.

**Case:** 15210

**Organization:** Big 4 of Forsyth County

**Project:** Big 4 Memorial Pavilion

The Big 4 Alumni Association of Forsyth County is requesting funding to build a monument in tribute to the administrators, educators and students who attended the Historically Black High Schools of Winston-Salem/Forsyth County—A.H. Anderson, Simon Green Atkins, George Washington Carver, and John. W. Paisley. Our mission is to erect a well-deserved monument as a public and permanent tribute to these schools that will include pictures, sculptures, and other artistic designs. This Memorial Pavilion will be a visible symbol of the significance of these schools and a lasting testament to the unique, historic records of the city and county's history. It will be an attractive, eye-catching, informational monument,

but it will also include an interactive kiosk which will be built into the monument, equipped with technology for visitors to research the legendary history of the schools' namesakes, first principals, their staffs, the schools' legends, other significant alumni, and their neighborhoods. Bios will be posted on computer terminals to provide information that enhances research and reading skills; the monument will also display pictures, light, and landscaping.

The monument will include tributes to the first Principals, Mr. Andrew B. Reynolds, Mr. John. E. Carter, Mr. Edward E. Hill and Mr. Billy D. Friende, who assumed the awesome tasks of administering these schools. These educators devoted their lives to providing quality education and have earned a place in the city's history. The alumni of the four schools, who have made great contributions to this city, state, and nation, are also worthy of such recognition. These schools produced generations of students who made and continue to make, outstanding contributions that include areas of government and politics, corporate relations, health and wellness, law, secondary and higher education, cultural arts, religion, and professional sports. The alumni of the four schools, who have made great contributions to this city, state, and nation, are also worthy of such recognition. This newly found information which heretofore was not known will instill a sense of pride in contemporary African American students as they learn about the outstanding contributions of those who look like them and came before them. It will also promote a better understanding and appreciation among other racial groups as to the legacy of the early African American community in the field of education.

**Case:** 15261

**Organization:** Boston-Thurmond Community Network

**Project:** Boston-Thurmond Community Network

Boston-Thurmond is a pivotal residential neighborhood just north of downtown Winston-Salem, along University Parkway. The neighborhood footprint encompasses 14th, Cherry, and E. 25th Streets, and stretches from Northwest Boulevard to Coliseum Drive. Approximately 3,600 residents call Boston-Thurmond home, but Boston-Thurmond residents are not always benefiting from the economic restructuring that is part of the new "innovation economy" in the Triad. The neighborhood is undergoing community-wide and resident-led efforts to develop and revitalize aspects of the neighborhood that have been neglected, while protecting it from gentrification.

In May 2019, Boston-Thurmond became part of the Purpose Built Communities network of community revitalization initiatives across the country. The official name of the initiative is Boston-Thurmond United (BTU). Boston-Thurmond United includes both the Boston-Thurmond Community Network (BTCN), and Boston-Thurmond Community Engagement Roundtable (BTCER). BTCN ensures that residents are involved in all steps of decision-making, partners are mutually accountable to residents, and community efforts are strongly supported over a sustained period. The role of BTCN is to provide the foundation upon which residents can strengthen their leadership of the initiative, through transparency, accountability, and organization. BTCN also ensures that sustainable resources are available through leveraging of both public and private funds. BTCER is the resident-leadership organization that develops the vision for the neighborhood and builds capacity for community leadership.

The mission of BTU is to end the cycle of intergenerational poverty in the Boston-Thurmond community by working with partners to achieve the following vision:

- All families have safe, dignified, and affordable housing;
- All children in Boston-Thurmond obtain an education that ensures social connectivity, self-efficacy, and a post-secondary education;
- All families have a strengthened mind and body, and obtain health and well-being through quality health care, food, and physical activity.

The neighborhood has a range of assets and highlights an underlying strength of character that is integral to the neighborhood's identity. The neighborhood has its challenges, which represent significant opportunities to empower Boston-Thurmond as a strong community and an involved partner in shaping future growth. With longstanding and

dedicated residents, historically significant architecture and a strategic in-town location, the future potential of the Boston-Thurmond neighborhood is bright.

To provide the necessary resources for the work in the Boston-Thurmond neighborhood, BTCN is taking the lead with fundraising for the BTU Initiative. Funds will be used from 2022-2026 to do the following:

1. Fund an early learning strategy partnering with Imprints Cares to implement an early literacy initiative in Boston-Thurmond and surrounding neighborhoods in the 27105 and 27101 zip codes to provide quality, early learning interventions to children and families;
2. Retain consultant/firm to conduct a landscape analysis of the Boston-Thurmond neighborhood and complete a feasibility study to determine options for development around housing and other community development including options to expand health and wellness initiatives with new brick and mortar facilities throughout the community;
3. Launch the first phase of the mixed-income housing and community development strategy (land acquisition: vacant lots, houses owned by absentee landlords, and dilapidated/ significantly underutilized buildings to be used for communal programming and services). In March 2021, over 30 properties were purchased in Boston-Thurmond and surrounding streets by a Charlotte-based real estate investment firm for \$1.7M. This real estate investment firm operates under an umbrella company that specializes in storage units. Several residents contacted our staff out of extreme concern that this may be the beginning of a trend coming to Boston-Thurmond. Residents want to protect properties that they have lived in for years and are afraid of quick gentrification. Residents have contacted our organization as well as Mayor Pro-Tempore Adams to complain about signs in the neighborhood with wording such as "We Buy Houses." This has been a very intimidating scare tactic for residents. We recognize that and see the urgent need to acquire as much land as we can to protect the history and culture of the neighborhood. This is our best bet to safeguard the Boston-Thurmond neighborhood from slumlords and land-developers whose interest is not aligned with the mission and values of the BTU initiative and overall revitalization effort for the neighborhood. Boston-Thurmond is also in an opportunity zone which is very attractive to wealthy developers. If BTU owns the land, BTU will control what happens with the land. The BTCN board has slots for six (6) residents on its board of directors, so, all decisions are made with resident approval so, residents should rest assured that decisions will be made by residents and stakeholders, for residents.

The land acquisition phase also includes the purchase, and up-fit (lead-based paint, mold remediation, roof replacement) of a building in the Boston-Thurmond neighborhood that can be used as office space for BTU staff, BTCER resident leaders, and other community partners. We have been in conversations with several community organizations to co-occupy space in the building including WFU Office of Civic and Community Engagement to host educational programming catered to K-12 initiatives including a college clinic that will serve as a "one-stop shop" for young people in Winston-Salem/Forsyth County who are interested in pursuing higher education. The College Clinic will offer mentoring and coaching from undergraduate College Navigators. Participants may attend workshops on topics including financial aid and FAFSA applications, the college application process, local and national scholarships, financial literacy, career exploration, and transition to life in college. In addition, programs will be available for guardians and families. The clinic will have a specific focus on serving under-represented minorities, low-income students, students aging out of foster care, and disconnected youth.

The College Clinic will serve students in several ways. First, the clinic will offer workshops to students and families. The workshops will cover the following topics: (a) how to navigate the college application process; (b) how to apply for financial aid and scholarships; (c) financial literacy; (d) career exploration; and (e) transition to college/university life. These workshops will be free and open to the community, with a specific focus on serving low-income students during their junior and senior years of high school. Second, the College Clinic will pair a low-income student and/or prospective first-generation college student with an undergraduate college student mentor. These mentors, called "College Navigators," will design individualized action plans for their mentees, provide support and encouragement, and help seniors to navigate the college application process. Undergraduate college students will provide feedback on personal statements, mock interviews, and resume development. Finally, the College Clinic will serve as a site for graduate students in the Wake Forest University Counseling Program to work with groups of low-income and prospective first-generation college students. These processing groups serve as an important support system and networking opportunity for students in the community;

4. Fund a public art project in Boston-Thurmond to preserve the cultural history and heritage of the neighborhood by creating physical, visual art that highlights the people, places, and events that have shaped and continue to reshape Boston-Thurmond. BTU embraces the opportunity for residents to shape untold stories of their neighborhood through art. The physical art will both revitalize neglected infrastructure and memorialize important stories. Residents have already been integrally involved in identifying, researching, and telling their stories. A public art project in Boston-Thurmond can communicate current resident efforts as well as what is special – historically and culturally – about the neighborhood to younger or newer residents who do not know a lot about the neighborhood’s history or who have not yet become involved in its revitalization. Generated stories could also inform related opportunities that may arise, such as public art initiatives such as future neighborhood murals and sculptures;
5. Purchase a van to provide transportation to programs in efforts to increase resident partnerships and engagement;
6. Build the operational budget to hire additional staff including a Community Resource Connector who will conduct administrative tasks to assist staff, BTCER resident leaders, and BTCN staff, but will also work with other community agencies to connect residents with adult literacy opportunities such as GED, Adult High-School Diploma, and/or Adult Basic Education (ABE).

**Case:** 15140

**Organization:** Center for Creative Economy

**Project:** The Best Time to Plant a Tree is Today, Expanding the Center for Creative Economy to Transform Winston-Salem

The Center for Creative Economy (CCE) has an exciting plan to support, launch, and transform new businesses in Winston-Salem. The plan includes the expansion of our two signature entrepreneurial programs and the launch of a Creative Business Incubator, Calibrate (working title). We will expand our existing programs to meet the demand for quality business training for individuals with a creative service or product. CCE will pursue options to provide a physical space and opportunity for continuing education and new creative business growth in Winston-Salem.

The Entrepreneurial Ecosystem of Winston-Salem and Forsyth County actively collaborates and shares resources. Several of our partners are in need of space, and we find that the entrepreneurs we serve need space as well. So CCE will be actively collaborating to find the best path for growth for its next phase. As we plan for a potential new space, we will diligently identify revenue that could result from an increased footprint for CCE. We remain interested in collaborating, and know there will be multiple partners that will desire to activate this space. We are in discussions with potential collaborators and will formalize those discussions if funds are awarded.

City ARPA funds will be used to expand two of CCE’s programs and plan and execute Phase 1 and 2 of Calibrate. Specific expenses include project management, personnel, creation of a podcast and video studio to support the program and allow access for entrepreneurs to affordable digital technology,, a potential new space and upfit of the space, and technology access for program participants, alumni, and local emerging entrepreneurs.

Our programs ready for expansion are: Kinetic, and Velocity. These programs offer Entrepreneurial curriculum to Creative and Artist Innovators as well as customized mentorship, growth strategies, and resources. Through a variety of surveys, panels, and discussions, it has become clear that it is time for CCE to expand our programs both in terms of number of participants in each program (with a focus on LMI and minority creators), but also for CCE and all Entrepreneurial alumni after their course/class/program experience is completed.

CCE will develop formalized support for creative entrepreneurs which will harness existing collaborations. As part of this transformative project, CCE will hire two Business Growth Managers (BGM), who will serve as a customized individual resource for the entrepreneurs as well as liaising between existing local, and regional resources. The BGM’s will provide formalized guidance, networking, and growth strategies for each entrepreneur at every phase in the growth cycle. The

Business Growth Managers will follow the entrepreneur through each necessary step of their journey to grow their product/service. It is the goal to support the entrepreneur so they can get their business launched and 2x, 5x, or 10x their sales, and revenues within the two years of this project. Calibrate will focus time and attention on the revenue growth side of these businesses to make them sustainable and viable.

CCE will collaborate with the Winston-Salem Entrepreneurial Ecosystem Support Organizations (ESO's), to connect any services they are providing to the needs of our entrepreneurs. CCE's Business Growth Manager's will pull these specific and informal resources that are currently available at various ESO's into a concrete index for more efficient reference and referral. Additionally, while many local ESO's support entrepreneurs in the area, there is little existing collaborative data and tracking about entrepreneurs in the collective space/city of Winston-Salem. The addition of two BGM's within CCE's staff structure will provide relevant and accurate data regarding entrepreneurial endeavors in the area.

The program expansion will have two components

- Part 1 - for beginner or early stage entrepreneurs- Discover, Ideate, and Validate their idea to make sure its ready for the market
- Part 2 - for more experienced entrepreneurs- Accelerate and Grow

Program Features-An innovative component of Calibrate is a new podcast and video studio to be accessed by all participants. CCE will commit 30 hours per month to producing podcast and video content which will support the Calibrate program and allow startups to access the technology to market their businesses. The grant funds will provide for a basic podcast studio for CCE to provide quality content for Calibrate, showcase the success of the businesses in its programs, and share challenges to build the community.

The podcast/video studio will provide additional resources for the startup community. The podcasts and videos will break down business concepts, showcase creative products and services, share mentor insights, and feature ecosystem leaders in the community. Participants will have access to create the digital content to host on their website or social media.

CCE will hire facilitators in Video, Podcasting, and Digital Marketing to help the entrepreneurs plan and execute their marketing, and learn how to tell their story. CCE will focus on the quickest path to revenue for all entrepreneurs coming into Calibrate. The digital marketing facilitator will teach participants to do digital marketing and understand the concepts for graphic design, website, and social media. The video and podcasting facilitators will guide the development of skills in podcasting, video, and storytelling. These are the basic skills that all small businesses need to grow. Calibrate concentrates on building sales and revenue growth, and desires to develop these skills for its participants.

Transforming CCE's programs into a more full and robust curriculum that offers additional participant enrollments as well as newly crafted post-program training serves Winston-Salem's sustainable future as the City of Arts and Innovation. An investment in CCE programs provides a correlation between making Winston-Salem known as the best place for creative entrepreneurs to find the community and support they need to grow their businesses. This fits well within the City of Winston-Salem's strategic plan focused on business and job creation/sustainability and workforce development. CCE is also focused on economic development, and building businesses for the future.

There's a folk proverb that asks:

"When is the best time to plant a tree?"and the answer is "10 years ago. But the second best time to plant a tree is today."

CCE is planting proverbial trees in the Winston-Salem business ecosystem that will result in a thriving metropolitan economy that elevates, inspires and cultivates creative entrepreneurs. Those entrepreneurs are building businesses that in 10 years will be leasing local commercial real estate, employing full time staff, and buying homes with significantly higher tax values than available to them today.

See these videos from CCE accelerator alumni. These trees were planted years ago, and they are making a mark for their companies and for Winston- Salem!



- Video 1 - Jenni Earle Hopkins- Jenni Earle- 2017 Velocity participant - <https://www.youtube.com/watch?v=zR3xkcDB-bQ>
- Video 2 - Preet Singh - Live Furnish 2019 Velocity participant - [https://www.youtube.com/watch?v=ZDjas\\_YeXhU](https://www.youtube.com/watch?v=ZDjas_YeXhU)

**Case:** 15214

**Organization:** Christ Rescue Temple Systems/Golden Lamb Rest Home

**Project:** C.R.T. Golden Lamb Rest Home

The Golden Lamb Rest home (GLRH), located in Winston-Salem, NC, is a residential facility that was built in 1995 for 40 adults who require daily care assistance. The Assisted Living facility provides nursing and elderly care, help with household chores, transportation, and support for activities of daily living (ADLs). The ADLs consist of feeding oneself, bathing, grooming, etc.

In addition, the Nursing Home offers short-term rehabilitative services for seniors recovering from hospital stays, with long-term care options for seniors who do not require hospitalization but cannot be cared for at home.

However, due to the COVID, the occupancy of residents were low. The pandemic has caused an enormous economic hardship. Therefore, for the past two years, the CRT Church has been helping The GLRH with the utility bills and payroll. More funding would help to self-sustain the operation of the business. The building needs repairs and upgrades.

**Case:** 15206

**Organization:** Christ Rescue Temple Apostolic Church

**Project:** Christ Rescue Temple Systems/Apartments

Christ Rescue Temple (CRT) Apostolic Church is located in the 27105 Community in East Winston-Salem, NC. The Pastor and CEO is Bishop Willie Davis Jr. Our church was established in 1932 as Christ Temple Holiness Church then later renamed after a merger to Christ Rescue Temple Church in 1982. Many of the families in the neighborhoods come from low socioeconomic backgrounds and are faced with many challenges. The neighborhood consists of single-family homes, several apartment complexes, Christ Rescue Temple Day Care Center, and the Golden Lamb Rest Home.

It is our mission to lead people to Christ and empower them to build stronger families and communities. Our church motto is "People Helping People". The following structures were built:

- 1985-CRT Arms Apartment Building #1- Four one-bedroom units are in this building.
- 1986-CRT Arms Apartment Building #2-Four two-bedroom units are in this building.
- 1995-Golden Lamb Rest Home-Licensed for 40 residents.
- 1997-CRT Day Care # 3-Licensed for 125 children.
- 1998-Dove Creek Apartment #1-Ten two-bedroom units are in this building.
- 2000-Dove Creek Apartment #2-Eight two-bedroom units are in this building.
- 2007-Executive #1-Four units two-bedroom are in this building.
- 2010-Executive #2-Four Units two-bedroom are in this building.

All one-bedroom & two-bedroom units include a living room, kitchen, and bathroom. A washer and dryer are included in all units. Currently, the rent is \$350.00-\$575.00

Basic and necessary repairs have been done over the past 36 years. However, renovations are necessary due to the age of the buildings, and usage from the tenants.

Upgrading old appliances could save the church from constantly having to deal with repairs. Making these upgrades can also save us money on property operating costs. Essentially, renovating the rental property to reduce costs and maintenance requests should make things easier, while saving time and money.

With the funding, we plan to renovate the 34 apartment units by installing new flooring, air conditioning units, windows, roofing, new appliances, etc. We also will do some landscaping by adding shrubbery and mulch to beautify the neighborhood. For the safety of the apartments, we will get some cameras for security. Climate change has brought more flooding, wind damage, water damage, therefore all of these renovations a necessity.

In 2008, the CRT Church implemented a "People Helping People" Feeding. It is funded and supported through church donations (canned goods, nonperishable items, monies) and its generous volunteers. We serve food on Thursdays from 12:00 PM-1:00 PM. During the pandemic we served two days a week to meet the needs of the community. Many of the people who we feed come from the church apartments, CRT Golden Lamb Rest Home, and the 27105 community. In collaboration with this program, we help the residents and give them more effective resources to live better lives.

Having the church apartments and the Golden Lamb Rest Home, we have benefited the City of Winston-Salem from spending monies on assisted housing for low socioeconomic families and the elderly.

The CRT Daycare Center has provided quality care for the young children of working families. Our facilities and businesses have helped the small businesses to flourish.

The affordable housing and rest home have upgraded the community and neighborhood sustainability. The CRT Church has made a great impact into the community by demolishing slum housing and building a better community.

**Case:** 15212

**Organization:** Christ Rescue Temple Apostolic Church

**Project:** Christ Rescue Temple "People Helping People" Feeding Program

The Christ Rescue (CRT) "People Helping People" Feeding Program was established in 2008. It has been supported through church donations (canned goods, non-perishable items, monies) and volunteers for the past 14 years.

- Every week on Thursdays from 12:00 PM-1:00 PM. We prepare 50 meals to the community.
- Every 3rd Thursday, we serve 50 meals and give community residents 15 pounds of non-perishables (canned goods & frozen meats) and clothing.

The proposed grants funds will be used to serve the underserved communities and purchase healthy foods and supplies that will help with the feeding program. It would also help us to purchase equipment, metal storage racks, microwave, adult diapers, socks, footsies, cleaning products, soaps, shampoos, imperishable products, tooth brushes, hygiene products, toilet paper, hand sanitizers, gloves, masks, baby formula, pampers, printed materials (flyers for advertising), two-I-Pads, and four-10 x 10 tents. We would also like to give stipends for our seven volunteers. Volunteers spend 3-7 hours weekly preparing and distributing meals, and cleaning the facility.

**Case:** 15104

**Organization:** Community Care Center for Forsyth County, Inc.

**Project:** Community Care Center for Forsyth County, Inc.

Community Care Center for Forsyth County, Inc. (CCC) seeks to transform the landscape of free dental services available to the least among us in the Winston Salem, Forsyth County area. We will do so by adding staff and taking advantage of a recent transformational change in the NC dental rules and regulations.

In late 2021, the North Carolina Board of Dental Examiners approved “limited supervision” of dental hygienists. Under “limited supervision”, a dental hygienist is now able to provide services to patients without the presence of a dentist as long as the dentist has developed a plan for the care of the patient. The opportunity to dramatically expand dental services for low-income patients is now at hand due to this labor force multiplier.

Our plan is to hire a full-time dentist and two full-time dental hygienists to work with our current part-time dental assistant. The dentist would develop the plan of care for each patient, as well as perform procedures. This level of staffing will allow us to offer both day appointments Monday through Thursday, and evening appointments on Monday and Thursday, the full regular hours of clinic operation.

We seek three-year funding for the dental staff, dental supplies used in the visits, and the one-time cost of dental instruments and small equipment to fully restock our three existing dental operatories. CCC is a long-established dental clinic with existing infrastructure and office staff and procedures in place, needing only the additional dental staff to immediately expand free dental services to the community’s diverse, economically disadvantaged residents.

**Case:** 15204

**Organization:** Community Care Center for Forsyth County, Inc.

**Project:** Transforming Behavioral Health for the Uninsured

CCC currently provides limited mental health services with two part-time counselors, one of which is certified as a substance abuse counselor. The counselors provide mental health assessments, counseling, referrals, and intervention services. Patients generally are seen by appointment either during normal clinic hours or by pre-arranged times on or off the clinic site. Patients seen by the counselors already are patients of the clinic and are referred by one of our medical providers. The clinic counselors do share some patients with the Behavioral Health and Community Unit (BeHCU) at Winston-Salem State University.

Any expansion of mental health services will require additional staff, with the intent to provide a broader spectrum of services and providers. Specifically, CCC would hire an experienced individual with a Master of Social Work (MSW) degree, who also is a Licensed Clinical Social Worker (LCSW). This licensure, which requires additional testing and training, allows the provider to offer multiple behavioral health services that our counselors cannot. This individual would become the lead mental health professional.

CCC also would hire a full-time counselor to replace the two existing part-time counselors, who are leaving the clinic in the near future for separate personal life change reasons. The hiring of these two full-time individuals will allow us to expand services to our patients. This level of staff would allow for us to have consistent mental health coverage in the building to allow for PRN (as needed) consultation with our paid and volunteer providers, crisis intervention (mental health and substance abuse), case management, telehealth services and limited in-home services. In addition, it will allow us to perform mental health screening of our existing patient population for early problem detection and interventions. Currently our mental health staff’s time is consumed with responding to acute needs and doesn’t have the time to look for potential issues screenings might reveal.

**Case:** 15090

**Organization:** Crosby Scholars Community Partnership

**Project:** Crosby Scholars Community Partnership

Crosby Scholars requests funding for a new portal system in our database management system to increase efficiency and effectiveness of our efforts to assist public school students in preparing for successful college enrollment and career pathways. Crosby Scholars seeks to be a part of a holistic approach to address poverty in our community. Our free college access programming serves students in all Winston-Salem/Forsyth County public middle and high schools, including 17 high-need Title 1 schools. Half of all Crosby Scholars in Forsyth County are from under-represented populations, and 28% of last year's graduating seniors are first-generation college students. Crosby Scholars ensures vulnerable students have equitable opportunities for economic mobility, including enrollment in and graduation from college, career pathways and financial literacy.

The Crosby Scholars database is at the operational core of the organization, driving engagement and interaction with students and their families and collecting essential information to set benchmarks, standards, new goals. The need for a new customized software system was heightened as a result of the increased gaps in education that occurred during COVID-19. Students and families have a greater need for the resources Crosby Scholars offers due to learning loss and disconnection that occurred during the pandemic.

In 2012, Crosby Scholars successfully sought community support to double the number of students served from 5,000 to 10,000 by 2015, dramatically increasing the number of first-generation and low-income students in our programs. This expansion required additional services, technology, and staff.

Our student growth has exceeded the database's capacity. We activated the student portal section of our database in 2012. It was designed to hold student records from grade 6 through two years following the year students should graduate from college. We have added components through the years, including recording conference notes of our Senior Advisor meetings with students, Last Dollar Grant application submission, and the Crosby Scholars scholarship applications. Students can upload documents to verify completion of program requirements, and the database sends trigger emails to confirm when requirements are complete. The database has more than 500,000 pieces of code.

We partner with Winston-Salem/Forsyth County schools and receive students' grades and disciplinary notices. Our President and CEO is co-chair of The Forsyth Promise, a data collaboration effort in Forsyth County to align educational strategies for successful outcomes. Senior Advisors meet individually with seniors to assist with the college application and financial aid process, and we track students' progression through the conference notes we record; data must be exported to Excel to be analyzed for impact and trends.

We have been collecting student data for decades, and the current database does not lend itself to data analytics. As a result, we use multiple database management systems to navigate the many facets of our program. In addition to the current database, we use Google Sheets and Google Forms to collect information that we want to evaluate quickly and SignUp Genius for scheduling. We use Exceed for donor management and are streamlining our development databases, which include donors who contribute to The Crosby Invitational annual golf fundraiser, as well as individuals, corporations and foundations.

Our database is critical to the success of Crosby Scholars, and the current database management system can no longer meet the needs of our program as we keep track of students, employees, volunteers, grants, and donors. To efficiently operate the Crosby Program, meet our students needs and track donors and funding opportunities, we must have a database management system capable of powering the Program.

**Case:** 15180

**Organization:** Eliza's Helping Hands, Inc

**Project:** Eliza's Helping Hands

Eliza's Helping Hands is a local non-profit whose mission is to provide quality and supportive services to those marginalized individuals and families who have been exposed to all types of inequality, violence, and injustice. Our focus is to work with our other community partners to provide services that heal, educate, inform, nurture and advocate for those in our community who have been historically and systematically left in vulnerable situations that have generationally at times have continued to stunt their growth and the growth of their offspring. We already know by large foundational Black Americans, those from the Latin and undocumented community, those indigenous to this land, and the poor are often left with the same place they have been for generations due to systematic oppression. Those challenges in the community have led to violence in many forms, lack of education and training, job and wealth opportunities which have affected many in our community.

That's why with our new project " Community Bridge Connect we hope to partner with other organizations that we already work with to close the gap of services that are needed and to focus on preventing family violence, giving educational and job opportunities, COVID preparedness, engaging the community in open dialogue to challenges and issues effecting them every day and to those who are not informed and helping to close the wealth and health gap that has been prevented so many from these communities from equally being able to have some level of mental and physical stability in their lives.

Services include crisis intervention, access to mental health services, domestic violence substance abuse assistance, case management, preventative gang education, financial literacy, career planning, and access to health education. In addition to that, we want to focus on Community engaging services such as COVID information access, and engaging with community leaders that include law enforcement and other government and city institutions. These services would include access to all age groups including children as young as 3 as part of our preventative and nurturing initiative. This is also important why our partnership with Junee Bees and Hogar Immigrate is so important. Just like our organization both are local, they both have been doing the grassroots hard work with helping our marginalized communities for extended periods of time and all organizations look like and can identify with some of the challenges of the very people they are trying to service.

**Case:** 15066

**Organization:** Eureka Ministry, Inc.

**Project:** MERGE Educational/Job Training Program

Eureka Ministry, Inc has a 20-year history of assisting ex-offenders residing in Winston Salem/Forsyth County through a number of programs. These include: 1) Transitional housing (from 2002-2020), 2) Housing assistance to locate housing and pay rental and utility deposits, and rent, 3) Men's Bridge: a partnership with the Forsyth Correctional Center and local churches to sponsor inmates out of prison on a twice monthly basis for life skill sessions), and more recently, M.E.R.G.E. The M.E.R.G.E. program, Making Education the Road to Gainful Employment was launched in 2020.

M.E.R.G.E. was developed to assist ex-offenders to complete their GED (if they do not have one), and then obtain a trade school diploma at Forsyth Technical Community College. The program emphasizes assignment of a mentor and a tutor to the participant to help them navigate the systems, barriers and challenges that prevent them from pursuing or completing a GED and trade diploma. A trade diploma provides the opportunity for gainful employment and helps ex-offenders to break out of the cycle of low paying, unskilled and transient jobs, that keep them from achieving their goals for themselves and their families, and at worst, may draw them back into reoffending.

Research shows a relationship between unemployment and reoffending. Reoffending is more likely if an individual cannot find work to support himself. Research also shows that there is a positive relationship between employment and reduced

recidivism. Two studies reporting these findings are Ramakers, et.al (2016), and Uggen et al, (2005). Support for trade skill training is found in the literature, including the work of Yin (2018) who reported that “employment-oriented programs should focus on building technical skills and knowledge of ex-prisoners and help them to get jobs that are of higher quality”.

Eureka Ministry, Inc is seeking funds to increase its operational capacity to assist ex-offenders to complete their GED and trade school diploma. This project will help participants to become qualified for gainful employment in the marketplace. This workforce development project will focus on formerly incarcerated persons and former offenders who live in qualified census tracts, whose incomes are below the federal poverty line or who are making less than 60% of the Area Median Income. The qualified census tracts will be those identified by the City of Winston Salem and the US Department of Housing and Urban Development.

Eureka Ministry, Inc. will build capacity through:

1. Purchase of (10) laptop computers (with software) to loan to participants to use through completion of their GED and trade school. The computers will be gifted to participants upon graduation.
2. Supplies and transportation assistance to support completion of GED and trade school to include: (bus passes, school supplies, safety shoes, tools gloves, etc. as needed for trade school).
3. Two one-year contract positions: A) An Enrollment Specialist to engage and enroll ex-offenders into the program and B) a Volunteer Development Specialist to increase the volunteer base of mentors and tutors.
4. One Project Director to oversee the administration, implementation and evaluation of the project. This position will continue beyond the end of the grant cycle. It will be funded through donations after the grant cycle ends.
5. A one-time contract for a Curriculum Developer and Trainer. This position will develop a training curriculum for volunteer mentors and tutors who will be working specifically with ex-offenders returning to school; and will deliver the training to tutors, mentors and staff.
6. Administrative costs at 10%. This will cover the administrative costs associated with managing and administering the grant funds and project.

A more detailed of explanation of these funding requests and the plan for sustainability of each capacity building function implemented through grant funds is outlined below.

1. The purchase of ten (10) laptop computers with software for participants will allow Eureka Ministry, Inc. to serve ten (10) additional students concurrently. Students who are unable to complete the program will return their laptops. Those devices will be wiped clean and re-assigned to other students. Students who graduate will be gifted their computers. (Note: All students will not need a laptop). Sustainability: Reassign computers of non-completers. Eureka Ministry, Inc. will also use donations to purchase computers in the future.
2. Supplies and transportation assistance to support completion of GED and trade school to include: bus passes, school supplies, safety shoes, tools, gloves, etc., as needed for trade school. Sustainability: School supplies and equipment costs incurred beyond the grant cycle will be handled through Eureka Ministry, Inc. budget and donations. Eureka will also continue to refer eligible students to existing community programs that can help. Referrals will be made to financial assistance programs available through the college.
3. Two short-term contract positions, and one full time continuing position that will be supported by Eureka Ministry, Inc. after the grant funding ends. The job duties and sustainability plan are detailed below.
  - a. Enrollment Specialist (Part- time Contract) 20 hours per week  
This position will market and promote the MERGE program in the specified communities. On a regular basis this individual will make connections in the communities of focus, hold information sessions, and as prospects are developed, assist the individuals with the process of submitting their applications and supporting documentation to M.E.R.G.E. This individual will walk the applicants through the process of enrollment, assisting them with any difficulties or obstacles that may arise. As the participants encounter personal challenges, the enrollment specialist will help them to identify strategies, community resources and options. This position will listen to individuals as they reflect upon the experiences and obstacles that have made them hesitant to consider or pursue their education. These relationships and conversations

are key elements of the outreach to assist ex- offenders who may think that school is not a viable option for them.

A contract will detail the deliverables, timelines and expectations of the Enrollment Specialist.

Sustainability: This position will document successful practices and share those with 3 identified formal volunteers who will begin to shadow the Enrollment Specialist and prepare to jointly take on those duties in a formal volunteer capacity once the contract position ends. These formal volunteers will be referred to as peer supporters or ambassadors. Once the infrastructure and the operational framework for the Enrollment Specialist job functions have been put into place, M.E.R.G.E. will establish the number of hours of work needed from trained formal volunteers in order to keep the enrollment functions operational beyond the grant cycle.

b. Volunteer Development Specialist (Part-time-Contract) 20 hours per week

This position will be responsible for recruiting new volunteer mentors and tutors, reviewing applications, providing orientation and onboarding, matching and scheduling tutors and mentors with program enrollees, keeping volunteers engaged, providing feedback, tracking reports and working through any conflicts or problems. This individual will manage communication and outreach with tutors and mentors. This position will engage in regular community outreach, identifying organizations, groups and communities through which to seek out volunteers.

A contract will detail the deliverables, timelines and expectations of the Volunteer Development Specialist.

Sustainability: This position will be responsible for helping to identify and train 3 formal volunteers to take on the duties of this position once the grant funding ends. Once the infrastructure and the operational framework for the volunteer development job functions have been put into place, M.E.R.G.E. will establish the number of hours of work needed from trained formal volunteers in order to keep the Volunteer Development Specialist job functions operational beyond the grant cycle. This transition to volunteer support will be aided by the introduction of a computerized application for managing volunteer assignments and schedules, student progress reporting and communication among the various team members. This computer system will be implemented and used with all M.E.R.G.E. staff, volunteers and participants. As the system is implemented, and while the Volunteer Enrollment Specialist is on board, Eureka Ministry, Inc. will be able to refine its use and application of this tool. This will allow efficient use for expanded capacity beyond the grant funding cycle. Formal volunteers and Eureka Ministry, Inc. administration will keep this system active.

c. Project Director ( Full Time) 40 hours per week - This position will oversee the implementation and administration of the full project including hiring. They are responsible for managing and monitoring the part-time/contract positions, ensuring all duties are performed and deliverables of the project are achieved. This position will manage program communication and public relations, develop new community partnerships and maintain existing ones. This position will also ensure compliance with all grant requirements.

Sustainability: This position is expected to be needed beyond the grant cycle. The position will be responsible for seeking future grant opportunities, donors and additional funds from various sources to sustain itself beyond the initial grant funding cycle. This position will provide leadership and direction as well as continuous evaluation of the program. As grant funding ends, Eureka Ministry, Inc. will continue to operate the M.E.R.G.E. program. Eureka Ministry, Inc. launched M.E.R.G.E. in 2020 without grant funding and will continue to operate beyond the grant cycle using operational funds and donations.

5. Curriculum Developer and Trainer (Contract) This contract will pay a qualified individual to develop a customized curriculum to be used to train volunteer mentors and tutors as well as staff. This curriculum will prepare volunteers and staff to work specifically with ex-offenders in community educational programs. It will also provide information on the unique challenges faced by ex-offenders, and specific responses and approaches that will help. The curriculum will address pitfalls and missteps that can occur when volunteers work with ex-offenders, as well as strategies for successful mentoring and tutoring. This contract will provide for delivery of the training to the volunteers. The contract will specify timeframes, expectations and deliverables. Sustainability: This curriculum will

be used for ongoing training of future volunteers. A few selected volunteers will be designated to help train future volunteers beyond the grant funding cycle.

6. Administrative costs are assigned at 10% of the grant award total. Sustainability: The efficiencies gained from the implementation of the computer program and the training of key volunteers to take over contract job functions will reduce costs of operation. The practice improvements that M.E.R.G.E. develops over the course of the project will also reduce administrative costs. These reductions will help M.E.R.G.E. to manage its increased capacity within in its budget framework.

Overall, sustainability of the project is also supported by the following:

- Eureka's 20-year history of successful, continuous operation serving ex-offenders in Winston Salem/Forsyth County
- The M.E.R.G.E. program was implemented and operational prior to this funding request
- Eureka's partnerships and working collaborative relationships with multiple organizations in the community
- The support of the Board and the commitment of donors
- Work of an experience volunteer fundraiser
- Eureka seeks funding throughout the year from foundations, grants and donors

**Case:** 15273

**Organization:** Exchange Club Center For The Prevention Of Child Abuse Of North Carolina, Inc. (The Parenting PATH)

**Project:** Short Term Counseling

Living in a poor or low-income household has been linked to poor health and increased risk for mental health problems in both children and adults that can persist across the life span. Despite their high need for mental health services, children and families living in poverty are least likely to be connected with high-quality mental health care.

In Forsyth County, 48.4% of children live in low-income homes, per the 2022 NC Child Data Card. According to the US Census Bureau 13% of citizens in the county live in poverty, greater than the national poverty rate of 10.5%. The uninsured rate in North Carolina is 12.9% versus 10.4% nationally (data provided by KFF State Health Facts). North Carolina ranks 42 of 50 states for overall youth mental health (report card by Hopeful Futures). Compared with children of higher socioeconomic status (SES), children of low SES experience higher rates of parent-reported mental health problems and higher rates of unmet mental health needs.

Poverty can also adversely affect children's mental health through family and community-level factors. Families living in poverty experience a unique array of stressors (eg, food insecurity, housing problems). These stressors can increase parental risk for mental health problems and substance abuse, which can diminish their capacity to engage in positive parenting practices (eg, warmth and responsiveness, nurturance, supervision) and increase the potential for child abuse and neglect. (<https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5192088/>)

Children and families living in poverty face a range of barriers that reduce their ability to access mental health services, maintain compliance with treatment, and achieve favorable treatment outcomes. Funds will be used to provide free time-limited therapy to children (age 2-18) and adults (ages 18+) with the intent of providing crisis intervention and linking clients to long-term services in the community. Time-limited therapy, also known as short-term or brief therapy, is a valuable form of therapy and can improve people's lives. Arranged within a set period of time, usually up to ten sessions, this type of therapy can be more beneficial to some clients in certain circumstances than longer-term counselling.



**Case:** 15152

**Organization:** Flywheel Foundation

**Project:** Retail Lab Winston

We are requesting \$75,000 to fund the launch of Retail Lab and Spark Grant programs in Winston-Salem.

We launched the successful Spark Grants program in Cabarrus County in spring 2021, funded by a Truist Bank sponsorship. Over 21 companies applied and all will continue to benefit from the Cabarrus Center resources, coaching and curriculum. The Flywheel Foundation awarded \$25,000 in grants to 5 companies. 14 of the 21 companies went through our Lean Startup Practices course on [www.flywheel.courses](http://www.flywheel.courses), our Learning Management System, and developed their business ideas. In the course, entrepreneurs create a Lean Business Model Canvas, financial projections for their first 3 years of operations, and a compelling pitch. Participants can then pitch to a group of judges, which in Cabarrus County is comprised of the Entrepreneurial Council.

The applicants and participants in our initial Spark and Retail Lab programs were predominantly BIPOC and female entrepreneurs. The Retail Lab recently launched at the Cabarrus Center. We have partnered with the Rowan/Cabarrus Community College Small Business Center to develop curriculum for a 6-week boot camp, and participants will have an opportunity to receive grant funding for operations and reduced rent for retail pop-up space. The Retail Lab program consists of an application-based, 6 week immersive boot camp, followed by an opportunity for new retailers to test their concept in a pop up retail space for 6 months. The Retail Lab Boot Camp is offered in person and virtually through the Flywheel learning management system (LMS). In-person participation is preferred, supplemented with the online LMS component for assignments and additional materials. Curriculum topics include: Business Basics, Strategy, Branding and Marketing, E-commerce, Point-of-Sale and Inventory, and Real Estate/Licensing. Grants will be provided to multiple small retail focused businesses - for a total of \$25,000 per year.

Flywheel Foundation would like to replicate these programs in Winston-Salem. We are working with the Downtown Winston-Salem Partnership and the Forsyth Tech Small Business Center to bring diverse entrepreneurs to future programming. We anticipate offering these courses twice a year, and that 15 entrepreneurs will enroll in each class, totaling 60 entrepreneurs per year. We will award grants to the top 20 companies in each class, based on voting by a selection committee. That means that 20 entrepreneurs each year will have seed capital to start new businesses.

Half of the funding for this program will be matched by corporate sponsors.

**Case:** 15253

**Organization:** Forsyth County Veterans Treatment Court, Inc

**Project:** Forsyth County Veterans Treatment Court, Inc

Forsyth County Veterans Treatment Court, Inc. was established in 2016 as a standalone foundation with the mission of raising funds to support operational and programmatic costs of the Forsyth County Veterans Treatment Court. The foundation serves voluntarily at the will of its board and is dedicated to addressing some of the fiscal needs necessary for this program to function and continue its mission of working with justice-involved veterans. The foundation has received several grants and donations on behalf of the court program, including operational funding from the City of Winston-Salem in 2018. The foundation is solidified and dedicated to this cause.

Forsyth County Veterans Court Services (FCVCS) was founded in 2016, and at the time was Forsyth County Veterans Treatment Court. This program is unique as we are the only service in Winston-Salem/Forsyth County that specifically focuses on the needs, rehabilitation, and service provision for justice-involved veterans, identified with unmet behavioral health needs, who are among those overly represented in the poverty-stricken population of Winston-Salem. At inception, we provided holistic services to veterans entering the criminal justice system and offered a 14-to-24-month

program for veteran participants deemed to have high criminogenic risk factors and high clinical/life needs. We still provide that service and have since added a 4-to-12-month service for individuals who have low to moderate risk factors and moderate to high clinical/life needs. We also offer supports and case management to any and all veterans as well as their spouses. Our program involves reformative practices; through partnerships; that includes behavioral health, medical and dental care, case management, vocational rehabilitation and support, community supervision, legal support and advice, assistance with crisis intervention, and skills to help them cope without returning to a life that involves criminal engagement, drugs and alcohol, homelessness, or improperly addressed mental health symptoms. Our mission and primary focus are the reduction recidivism and public safety concerns within our community. We know that by working with our veteran participants through treatment, probation, case management, mentorship, and life skills supports we can assist them in moving past their infractions on our community to becoming productive, contributing and law-abiding Winston-Salem citizens.

Forsyth County Veteran Court Services is part of a nationwide initiative that includes coalitions, mentor corporations, and veteran specific associations. There are over 500 Veteran Treatment Courts (VTCs) around the country that provide similar services and have garnered strong support from institutions such as the US Department of Defense, Bureau of Justice Assistance, National Association of Drug Court Professionals, US Department of Justice, and American University to name a few. Early data analysis shows that VTCs, when implemented to fidelity, are effective in reducing crime and invigorating communities as a whole. Support from the City of Winston-Salem through this grant will ensure that this program not only continues functioning at current capacity, but that additional services can be implemented to improve life skills training and case management support with veteran participants. Our mission overlaps priorities from the City's Strategic Plan in that we address poverty, community engagement, and public safety enhancements through our everyday work with justice-involved veterans at the community level. Veteran Court Services currently has the capacity to serve 25 clients. This is a multi-year request. Funds from this grant will be allocated for capacity expansion to include increasing service to an additional 35 clients, in the following areas:

1. Personnel--fund 50% position and benefits for Director of Veteran Services (program administration and outreach specialist).
2. Manualizing program phase advancement projects/journaling that includes Cognitive Behavioral Thinking exercises (evidence based to reduce mental health symptomology and address criminogenic thinking/behavior).
3. Other journals, binders, and printed materials for court participants (calendars, homework sheets, phase certificates, quarterly newsletter, etc.)
4. Ceremony expenses for participants completing the program (3-4 times a year)
5. Required life skills courses (ongoing throughout the program). 8-10 will be offered each year. Participants are required to attend 4-6 depending on where they are in the program (funds will cover printed and digital materials, facility/venue use, speakers and facilitators, other supplies and equipment, meals for event, childcare/activities etc.).
6. Bus passes and transportation assistance for participants to attend court, non-medical appointments, recovery support groups, and all required program related activities.
7. Incentives for participant engagement, program advancement, and compliance.
8. 4 annual community activities to help participants with positive community re-entry and to promote community wellness as well as positive prosocial engagement (Veterans Field Day at Salem Lake, Veterans Day Breakfast (A Day of Youth Service Project), FCVCS 3k, and Community Day (Armed Forces Day).

**Case:** 15239

**Organization:** Forsyth Medical Center Foundation d/b/a Novant Health Forsyth Medical Center Foundation

**Project:** Bridges to Healthcare

Novant Health Forsyth Medical Center (NHFMC) Foundation will expand its new Bridges to Healthcare (BTH) program to engage students from underserved and underrepresented communities in Greater Winston-Salem. The BTH program is

managed by the Novant Health Pipeline and Recruitment (P&R) team that is part of Novant Health People and Culture, formerly known as the Human Resources department.

BTH is a creative internship program that provides hands-on experience at NHFMC to encourage underrepresented local high school students to pursue healthcare careers. BTH closes career preparation gaps by providing minority and underrepresented students from local Title 1 high schools with paid, entry-level internship positions. Positions are part-time during the school year and up to full-time during summer months, providing professional immersion opportunities. Internships are available in various Novant Health departments ranging from administrative to clinical services. To qualify for the program, applicants must be enrolled in grades 9-12 in a Greater Winston-Salem Title 1 high school and have a minimum grade point average of 2.5 on a 4.0 scale.

In 2021, Novant Health received a grant from the John M. Belk Endowment to support 10 interns per semester (30 per year) in Greater Winston-Salem for three years. The program began in January 2022 and already has met with success and high demand for student placement that significantly exceeds the amount of funding available. In addition to funding 10 internships per semester, funding from the Belk Endowment also supports intern expenses related to transportation, food, and branded lab coats. The Belk grant supports approximately 0.25 FTE P&R specialist salary and benefits in year one to support the program. The total investment from the Belk Endowment for the Winston-Salem intern program is approximately \$513,408 over three years.

The P&R team respectfully requests funding from the City of Winston Salem ARPA grant to expand the intern program to include an additional five interns per semester (15 per year). With ARPA support, the total number of BTH intern stipends will be 45 per year (135 over three years). Funding from the ARPA grant also supports costs related to transportation, food, and branded lab coats for the additional 15 interns.

Additionally, ARPA funding supports approximately 0.25 FTE P&R specialist salary and benefits to bring the position to 0.5 FTE in Greater Winston-Salem. The P&R specialist collaborates with school partners to recruit and interview applications, assist interns with program onboarding, process requests for transportation assistance, order meal cards and program supplies, mentor and assist interns with career coaching, and work with Novant Health leadership to provide meaningful and interactive department internship placements. The total requested amount from ARPA funding is \$324,606.

The Novant Health People and Culture team supports 0.25 FTE for the P&R specialist position (\$54,798) as in-kind support for the project.

Additional budget detail is provided in Section D.

**Case:** 15102

**Organization:** Get In the Game

**Project:** GITG Winston-Salem Expansion

In September 2021 members of Winston Salem's Youth Advisory Council, made up of students from across Winston-Salem and Forsyth County, took part in a virtual Race Relations Forum during which they indicated a desire for opportunities to talk about difficult topics like race relations and their experiences with racism in schools and in their communities. It was also clear that they understood their own potential for creating change while also recognizing that change begins with a conversation.

"Because our generation is the next generation of leaders. And we're also the next generation of voters. And so if we want to see change...we have to have these discussions about what we want to see change and how we go about making that change."

-Megan

“I just really think it's important to have these conversations because I think it helps advance the problems we face with race and kind of come to more agreements and just kind of fix some of the issues that we have.”

-Joseph

People say ‘You go, Gen Z! Gen Z is going to make all the change happen in the world.’ Okay, so include us in the conversations first! That's how we're gonna get there. So educating us properly on all this stuff is important.”

-Brooke

Get In the Game will help them achieve the change they desire. Funds will be used to expand our program by incrementally establishing new Get In the Game clubs in Winston-Salem over a three-year period. Get In the Game works to break down barriers between young people, and get them actively engaged in building opportunities for community residents with the objective of decreasing inequities and disparities. This is accomplished through GITG clubs, which are designed for any young person (13yo+) and are adaptable to a variety of settings like in-school, after school, within sports teams, or as part of a community organization like the Boys & Girls Club. Guided by trained facilitators, our empathy-based social-justice curriculum (“The Playbook”) evolves over 2 “seasons” preparing students (“GameChangers”) to act by sequentially building experiences & skills. After first learning about themselves and how to connect across differences, they begin to reflect on the obstacles and opportunities in their community and then they develop a plan to create a positive impact for residents, and work with local organizations to make it a reality. To date, we have seen young people create podcasts, days of service, clothing drives, and more.

Ultimately, students aim to work together to bridge racial and social barriers—to provide opportunities for themselves, their peers, and community residents to work together to reduce inequity and help ensure equal access for all.

In Year 1, working in collaboration with administrators from WSFCS, we will identify 3 high schools (2 in a QCT, 1 not in a QCT) in which to launch Get In the Game clubs with a goal of 100 students per school. (We are proposing Mt. Tabor, Parkland, and one additional QCT school, but final decisions will be made with WSFCS.) In Year 2, we will expand to a total of 5 schools (3 in a QCT, 2 not in a QCT). In Year 3, we will expand to at least 10 schools (6 in a QCT, 4 not in a QCT).

Funds will be used to cover program supplies, facilitator training and stipends, online learning portal access, and small stipends to cover expenses related to the students’ community impact projects.

**Case:** 15069

**Organization:** Goler Community Development Corporation/Winston-Salem Black Chamber of Commerce

**Project:** TechCareers

TechCareers is an innovative workforce development program designed by Goler Community Development Corporation in an effort to increase employability in the Information & Technology industry. Our mission is to strengthen the community by fostering economic growth, job creation and increased wealth while improving quality of life for residents of Forsyth and surrounding counties.

TechCareers serves as a connector; linking participants to technical education, employability training and community resources as a means to develop the existing workforce for employment in the Information & Technology industry. The program uses a research-based, mixed-method model to address unemployment, underemployment, and lack of diversity in technology with a focus on minorities, women, and veterans. The program mission is to strengthen the community by fostering economic growth, job creation and increased wealth while improving quality of life for residents of Forsyth County.

The TechCareers program model is structured to suit the needs of traditionally underserved populations through collaboration with community partners such as Forsyth Technical Community College to deliver practical trainings with flexible scheduling, employability coaching and barrier resolution. An intensive case management component is integrated to provide personal support to each participant. This allows a Case Manager to identify barriers that may hinder the success of population to be served. Participants of the program most often cite barriers such as financial hardship, inability to secure childcare, transportation, adequate housing, wellness, and mental health. Additionally, most participants are not able to afford the items necessary to complete classes / trainings such as course materials, computers, software, and internet service. Through the TechCareers program, participants have access to needs-based support in an effort to alleviate these barriers.

Completion of the TechCareers program results in measurable improvements for participants, which can be quantified by the achievement of industry-recognized certifications and the procurement of gainful employment.

The average annual in-state cost of attendance for North Carolina universities and colleges in 2019 is \$10,925. More specifically, the average annual in-state tuition alone for students at Forsyth Technical Community College is \$2,199. TechCareers alleviates the barrier of financial hardship by offering college courses, materials, and testing vouchers at no cost to participants. By furnishing private college-style courses with community partners, TechCareers can provide certification training to 25 students at a substantially lower cost than that of a 2- or 4-year degree.

In addition to alleviating the financial barrier, TechCareers also condenses the time commitment required to earn industry-recognized certifications. Many participants cannot commit to Forsyth Tech's 9-, 18- or 24-month programs as they are seeking a pipeline to rapid employment. Through 10 – 12-week courses, participants can earn certifications and get to work quickly. The program also introduces STEM to a population that may otherwise only consider blue-collar employment opportunities.

During the research phase, evidence-based information was collected to support the theory of significant social and emotional barriers facing unemployed and underemployed individuals. Many traditional workforce development programs only offer education and career counseling, leaving underlying issues unaddressed. Research and pilot findings substantiate the need for an intensive case management model (a best practice standard to build self-esteem, overcome barriers and ready participants for employment). We find that intensive case management is a key component and results in measurable achievements for participants.

As mentioned previously; technical education and employability trainings are also core elements of the program model. Participants have the opportunity to receive training for the industry-recognized CompTIA IT Fundamentals Certification and are provided up to two exam vouchers at no cost in partnership with Forsyth Technical Community College and other third-party trainers. We also work with community partners such as the Winston-Salem Black Chamber of Commerce to provide soft skills trainings focused on resume building, interview preparation and LinkedIn usage. TechCareers will introduce an additional pathway in the fall of 2022 that partners with A-Plus Community Solutions, Inc. to provide ColdFusion Software Development education and training. This training will allow the participants to take courses in application development, cloud computing, and Data Center operations. The gameplan is to staff a local Data Center(s) in underserved communities in Winston-Salem with local residents and TechCareers graduates.

In addition to preparing participants with the hard and soft skills they need, TechCareers also focuses on assisting with the job search and placement process. We collaborate with local employers to learn more about the industry landscape and provide our participants with usable job-seeking information. Even after a participant gains employment, TechCareers remains diligent in support and encourages upward mobility.

Upon the completion of a program pilot, independent evaluator Forsyth Futures reports that implementation has resulted in increased academic certification and credentialing, increased ability to successfully seek and obtain employment and increased financial stability as indicated by the program's positive impact and outcomes.

**Case:** 15092

**Organization:** Golf FORE! Fun Inc. dba First Tee—Central Carolina

**Project:** First Tee—Central Carolina Life Skills Programming at Winston Lake Golf Course

First Tee—Central Carolina is part of an international youth development organization working to build game changers, both on and off the course, by shaping the lives of young people through experiences that help in creating success for the future. Our mission is to positively impact the lives of young people by providing educational programs that instill character and life enhancing values, as well as promote healthy choices through the game of golf. First Tee believes the game of golf naturally provides endless opportunities for self-exploration and personal growth. Our staff and our coaches/volunteers work to create safe environments where students can learn what it takes to be successful both on and off the golf course.

First Tee—Central Carolina will serve over 1200 children and youth (ages 7-18) through our Life Skills Experience classes in 2022, with over 50% being located in the Winston-Salem region. The following curriculum is taught at each level of the program: \*PLAYer- 9 Core Values (Respect, Courtesy, Responsibility, Honesty, Sportsmanship, Confidence, Judgement, Perseverance, and Integrity) \*PAR- Interpersonal and Self-Management Skills \*Birdie- Goal Setting Skills \*Eagle- Conflict Resolution, Diversity Training, Healthy Lifestyle Decisions, Resiliency Skills, and Support Systems. We offer Life Skills Experience classes at over 14 locations across the Triad and parts of Western North Carolina, including two locations in Forsyth County (Winston Lake and Tanglewood). Our participants come from all different backgrounds, but our mission is to reach and serve children/youth in economically challenged communities. With more than 70% of our students receiving partial or full scholarships, no child is ever turned away because they are unable to pay.

If we receive funds from the ARPA Grant, not only will the money be used to help us provide financial assistance to our 150 Winston Lake Life Skills Experience participants, but it will also help support a new initiative that will be starting at the beginning of May. We have recently partnered with a local Title I school, Hall-Woodward Elementary School, to offer programming to all 2nd-5th grade students for four consecutive weeks during their normal PE classes. Reaching over 400 students, over 62% coming from economically challenged backgrounds, we will introduce these participants to not only the game of golf, but its inherent values as well. The funds will also be used to help us provide Summer Camp opportunities to other non-profit organizations located in Winston-Salem, such as the Boys and Girls Club of Winston Salem and Winston Lake YMCA. We are currently working on building upon these relationships and creating a partnership to benefit their summer camp participants.

**Case:** 15252

**Organization:** Grace Presbyterian Church

**Project:** Healthy Eating Initiative

The Healthy Eating Initiative is a funded collaborative effort between Grace Presbyterian Church, their community residents, Crisis Control Ministry, Carver High School of WSFCS and the LaDeara Crest community. Grace seeks to provide/share food in a dignified way with an eye to long-term structural solutions that addresses the root/cause of hunger and poverty through equitable and sustainable development. The initiative is a resource development collaborative designed to develop a food system that increases fresh produce accessibility, provides nutrition education, cooking experiences, food producing community gardens, and newly added meals for homebound seniors to promote healthier lifestyles. This initiative partners with community residents to address their healthy food options and health challenges with interconnected sustainable solutions.

The requested funds of the city's transformative grants will be used to supplement weekly catered bi-weekly meals to community homebound seniors, provide bi-monthly catered weekend meals to community families, and youth development with community gardening. The received funds will cover meal cost, paid apprenticeship for youth, and program administrative cost.

**Case:** 15228

**Organization:** Greater Winston-Salem Development Corp

**Project:** Greater Winston-Salem Development Corp

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.

**Case:** 15163

**Organization:** greeNest

**Project:** Essentials for Finally Home

This year, greeNest is seeking \$81,410 from the City of Winston-Salem to purchase housing essentials for the Finally Home program. Specifically, \$32,375 for new queen mattresses and bedframes, \$13,125 for gently used queen mattress sets from Goodwill and Habitat ReStore, \$6,750 for home cleaning packs, \$10,080 for microwave ovens and \$19,080 for dressers. (Habitat ReStore and Goodwill do not have the capacity to provide enough queen mattresses to meet the amount requested through Finally Home so we must purchase new ones to meet the need.)

Each year, greeNest's Finally Home program provides Winston-Salem and Forsyth County's most vulnerable, low-income residents with the opportunity to shop for furnishings which transform the housing they have waited for into a home. In FY 2020, 208 households, totalling 452 individuals were impacted by the Finally Home program, shopping at greeNest's showroom for furniture and home essentials to fully furnish their homes.

Finally Home is the only program in Winston-Salem or Forsyth County that helps our most vulnerable community members furnish their new homes. The program saves participants valuable time and money. One afternoon spent shopping at greeNest's furniture showroom is all the time needed for program participants to fully equip their home's living room, kitchen, and bedroom. Finally Home shoppers also find essentials needed for day-to-day living such as cookware, dishes, utensils, bed and bath linens, as well as decorative items such as rugs, lamps, and artwork. Finally Home also significantly decreases the financial burden and stress of furnishing an empty apartment. A one-bedroom apartment can be completely furnished with necessities and essentials from greeNest's showroom for about \$250. The low-average estimated retail cost to furnish a one-bedroom apartment is \$2500.

We are grateful to our generous community for their furniture donations to greeNest. Unfortunately, those donations do not completely fill the need and we must purchase essential items to fill in the gaps. With the increase in referrals, this

gap has widened and our need for support has grown. These items include dressers, microwave ovens, bedrails, mattresses, and cleaning supplies for the cleaning buckets that each participant receives. Program support from the city for the Finally Home program will enable greeNest to achieve its goal to meet growing demand for this program. This support will enable greeNest to continue our work transforming lives one nest at a time.

**Case:** 15272

**Organization:** Guiding Institute for Developmental Education

**Project:** GIDE - SWAG (Scholars of Winston-Salem Achieving Greatness)

Guiding Institute for Developmental Education (GIDE), in collaboration with the Winston-Salem Police Department (WSPD) Gang Steering Committee is requesting \$993,209.00 for a 24-month period for the implementation of the GIDE/SWAG (Scholars of Winston-Salem Achieving Greatness) Program. GIDE/SWAG will operate for 24 months 2022-2024. Scholars of Winston-Salem Achieving Greatness will institute a drastic change in attitudes and behavior of parents and students who are residents in the QCT (Qualified Census Tracts) communities of Winston-Salem (geographic areas defined by the Census Bureau in which at least 50% of households have an income less than 60% of the Area Median Gross Income - AMGI). GIDE is a non-profit organization whose mission is "To enhance the education and life-long learning for underserved youth and their families". GIDE is also in partnership with the CSEM program at Winston-Salem State University (WSSU), and the WSSU Foundation serves as GIDE's fiduciary. GIDE serves as the Youth Services component for the CSEM program.

One of the biggest impacts of COVID-19 has been its effect on the students in the QCT, with increased rates of students dropping out of school, notably in marginalized communities. Poor academic performance and low literacy rates have been directly linked to gang proliferation and high incarceration rates. These conditions are especially evident in Eastern Winston-Salem. For these reasons, we must give special attention to staffing, an adequate number of staff, vetting staff, and monitoring students' behavior.

In order for the GIDE/SWAG program to create drastic change in the way parents and student residents in these QCTs think and behave, we must first STOP THE BLEEDING. The continued proliferation of dropouts, crime, violence, and gangs, start in the home and in the community, and the transformation must be initiated by an intense positive influence of committed adults to grasp the attention of this first cohort of students. This will be accomplished through a social media campaign led by parents, students, community organizations, churches, businesses, and service providers. The GIDE/SWAG Program will begin in the Fall of 2022 with a media campaign, recruiting, interviews, orientation, and testing.

Scholars of Winston-Salem Achieving Greatness's (SWAG's) mission is to target at least 200 student residents and 75 parents of the QCT to create a change in perspective for parents and students in order to reduce gang proliferation and incarceration through six (6) specific program elements. The six (6) program elements are;

1. Social Emotional Learning (All participants) – The GIDE/SWAG program will institute Social Emotional Learning (SEL) as an essential component of our daily curriculum with parents and students. Social-emotional learning (SEL) is the process of developing the self-awareness, self-control, and interpersonal skills that are vital for school, work, and life success. People with strong social-emotional skills are better able to cope with everyday challenges and benefit academically, professionally, and socially. GIDE/SWAG will utilize the curriculum identified by the Wallace Foundation. The Wallace Foundation is a national philanthropy that seeks to improve learning and enrichment for disadvantaged children and foster the vitality of the arts for everyone. This curriculum will be instated by GIDE Staff and the WSPD Gang Steering Committee.
2. Parent Engagement (75 Parents) – Involving parents of students enrolled in the GIDE/SWAG program in the GIDE Parents Council. Through the Parents Council they can find support with their children's education and their personal development. Parents will be encouraged to attend teacher meetings, PTSA meeting (assistance will be provided), and their students' extra curricula activities. Parents will be able to pursue their continued education and career interest. GIDE will provide an Education Readiness Academy (ERA) for pre-school students ages 3 and



4 years old. The program will run on Mondays and Wednesdays from 10:00 am – 12:30 pm. Transportation will be provided. This program will assist parents with their preschool students by allowing parents time to pursue their education and career interest. Opportunities for their participation in GED classes, Cooking classes, Life Skills training, and Job Readiness training will be provided. We will enroll the parents in Goodwill Industries Job Readiness Training, 4-H cooking classes, and GED classes at Forsyth Technical College. The (Pre-K Education Readiness Academy will be provided by GIDE.

3. Prevention - STOP THE BLEEDING - (150 Students) – A change in attitudes about education will be promoted by providing an afterschool program where students, not yet involved in the street life criminal culture, can have a safe and supervised environment for afterschool hours when youth traditionally have had problems negotiating. The afterschool program will provide tutorials provided by certified teachers, teacher assistants, and qualified assistants. In addition to academic assistance, SWAG students will be exposed to non-traditional inner-city activities such as ballet classes and music lessons. In addition, students can choose to attend bible study and basketball camp activities. SWAG teens will be able to participate in leadership training through the GIDE Youth Council. Youth Council participants will be taught how to effectively run a meeting, they will also receive training in money management, be exposed to career exploration, and assist staff in planning activities for the SWAG program. The basketball camp and the bible study will be provided by GIDE. The Ballet classes will be provided by the Triad International Ballet Company. Music lesson will be provided by Alex Brown a local pianist and former GIDE graduate.
4. Intervention (50 Adjudicated Students) – The adjudicated students will be housed in a separate facility from the prevention students' program. Providing an afterschool program for students identified as adjudicated or potentially involved in criminal activity requires a different approach to creating change in attitudes and aspirations. . These students have been removed from the regular school classrooms because of their behavior. Students will be recruited from those expelled from school (be it in-school suspension, alternative learning school centers, or out-of-school suspension), and they will be provided the GIDE/SWAG afterschool program alternative. This program's elements will include: mentoring, mediation, life skills training, counseling, academic assistance, tutorial services, career exploration, summer programs/services, and opportunities for involvement in sports and the arts. The intervention services will be provided by GIDE and the WSPD Gang Steering Committee.
5. Treatment – GIDE will provide referral services during our involvement with parents and students. GIDE will identify parents and students whose mental condition may be beyond the skill levels of our staff to negotiate. These parents and students will be referred to mental health agencies for evaluations and recommendations.
6. Evaluation (Compliance/Evaluator Officer) – Interviews with parents and students, setup database, collect data, analyze the data via Pre and Post-tests and ongoing data reporting. This will be handled by the Gramercy Research Group. The GIDE SWAG program will operate on Monday – Thursdays, Saturday Academies, activities on holidays, a summer program, and afterschool programming during the school year. The GIDE/SWAG program will be partnered with the Winston-Salem Police Department Gang Steering Committee. The GIDE/SWAG program will utilize the YMCA's REACH Center and other local facilities to house the program. The Guiding Institute for Developmental Education also recognizes the importance of involving parents and families in the development of their children. Providing referrals for wrap-around services, counseling and opportunities allows for better support of students who are struggling.

The program funds will be used to cover the costs associated with: Program elements pertaining to mediation, conflict resolution, mentoring , life skills, social skills- building and counseling; Program elements pertaining to Parents Council, adult continued education and job training; Program elements pertaining to Youth Council, teens' career and leadership training and work / jobs opportunities for teens; supplies, materials, and transportation expenses; Accounting, bookkeeping, general operations; staff & independent contract work connected to carrying out the components of the grant.

**Case:** 15106

**Organization:** Habitat for Humanity of Forsyth County, Inc.

**Project:** Stone Terrace II Road Infrastructure

Habitat For Humanity of Forsyth County purchased the remaining 75 lots in the Stone Terrace development located off Don Road and Old Rural Hall Road North of Ogburn Station in December of 2019. This development having been approved and platted in 2007, went dormant following the great recession after several homes were built and sold along Don Avenue. The remaining lots on Kapp Street, Stone Hill Drive, Stone Hill Court and Stone Terrace Drive have the utilities, sewer, water and storm water systems installed. The roads had been base graded throughout the development but the only location where curb and gutter and base paving had been installed were 18 lots at the entrance to the neighborhood on Kapp Street and Stone Hill Drive. There were a number of sewer system issues that needed to be repaired and Habitat effected those repairs in the last 24 months at our expense. This project is "Build Ready" for all 75 lots once the road system is complete.

Habitat has begun construction of the first single family residences in this base paved portion and have closed on three of those homes to date with 6 others under construction. This community will be composed of approximately 85% Habitat families that fall into the 35%-80% Area Median Income (AMI) range which is the target of low to moderate income households that Habitat serves. The remaining 15% are targeted for families in the income range of 80% to 120% AMI to build a mixed income community. Research shows that low income families have higher economic mobility outcomes in communities with a mix of household incomes based on networking and behavior modeling.

Habitat is seeking ARPA funding to provide capital assistance with the cost of completing the road network within Stone Terrace to complete the build-out of this neighborhood and provide much needed affordable home ownership in Winston-Salem. Once fully built, the residents of this neighborhood will generate approximately \$107,000 per year in property taxes to the County and City based on an average sales price of \$145,000.

The funds will be used to complete the final grading of all of Stone Terrace Streets, adjust man hole cover and storm water drain heights, install curb and gutter, base rock and pave all street to allow for the complete build out of the neighborhood roadways as described in the original site plan that has been reviewed and approved by the city Department of Transportation.

Based on bids received from Ramey Incorporated and KCI Associates of NC, the cost to complete the engineering, site testing, permitting, construction management and construction of this road system is approximately \$675,000 as of the most recent bids from January of 2022.

KCI's project management and engineering services represent \$50,000 of that total and the actual cost of construction of the roads is currently \$625,000 Habitat is asking the City of Winston-Salem to fully fund this project in this application knowing the possibility that Forsyth County may be willing to split the cost with the City if it agrees to fund at least half of the total cost. Aaron King is working directly with Kyle Haney at the County to coordinate that request once the city makes a commitment. We are currently requesting the full cost of this project through this city process with the hope that it could be shared between both entities.

With the needed funding in place, Habitat will immediately proceed with the work to complete the road system. Once started we anticipate no longer than 6 months to complete them. Certainly, this project ought to be fully complete by December 31, 2022. Habitat estimates that the full build out of this community will be complete in 5-7 years at our pace of construction. While Stone Terrace will be our primary build location in the coming years, it continues to also work in several target neighborhoods with in-fill construction in existing neighborhoods. Habitat's capacity for new home construction is approximately 15-20 homes per year currently based on the ability to fundraise for the cost of construction.

The need for financial assistance for the critical infrastructure is based on the need to keep our finished product affordable for low to moderate income families and the fact that philanthropic donors are not interested in funding the infrastructure for construction but rather sponsoring the cost of construction to serve families.

This development is located within Census Tract 15 which is a designated tract for the purposes of this funding.

The guidance for the ARPA funding requests specifically calls for an investment in affordable housing for those communities that have suffered from systemic economic inequities and communities of color. This neighborhood sits squarely within an historically African American neighborhood that has suffered from disinvestment and lack of access to capital for many generations of residents. Habitat's model of home ownership provides low income families the opportunity to enjoy safe and affordable housing that allows families to build wealth through homeownership and create assets that can be passed generationally through the family and help move those families up the economic mobility path towards a middle class status.

Stable housing is the foundation for families to enjoy better educational outcomes for their children, better health outcomes for all members of the family and provide upward economic mobility for everyone. Homeownership allows for families to contribute to the economic well-being of the community through incremental increases in property tax revenue. Their move to home ownership also frees up affordable rental housing for others in this affordable housing shortage we are facing in Forsyth County.

Habitat would argue that home ownership helps address health disparities as safe housing is one of the social determinates of health, promotes a healthier childhood through housing stability and helps address better educational outcomes based on the 36 year history of Habitat Families. These are all identified goal of serving the hardest-hit communities and families.

**Case:** 15142

**Organization:** HARRY VCOS

**Project:** Veterans Intergenerational Program

Pilot "Fun With Science Mini Program". Veterans will serve as mentors for high school aged youth who will serve as counselors to youth age 9-12. Funds will be used to hire an educator who will serve as the Director, youth stipends and supplies needed for butterfly and tadpole observation.

**Case:** 15065

**Organization:** HOPE of Winston-Salem

**Project:** H.O.P.E. of Winston-Salem, Help our People Eat

H.O.P.E. of Winston-Salem - Help Our People Eat, through enrichment of bodies and minds.

H.O.P.E. of Winston-Salem is a grassroots non-profit, working at the intersection of children's health and food insecurity. We strive to improve health outcomes in children and their families by providing access to nutrient-dense food items, as well as empower individuals to lead healthier lives. We do this through our Help Our People Eat program, which engages community-wide support to prepare and distribute nutritious meals to children and fresh produce to their families each weekend. Each week, we procure, prep, and distribute approx. 1,000 healthy meals to children and 3,000 lbs. of fresh local produce to parents, directly to the neighborhoods where they reside.

Using our (3) vehicles, H.O.P.E. has carefully chosen 30 sites in the areas of greatest food-insecurity in many of Winston-Salem's neighborhoods as sites for distribution. Most of our meals and produce are distributed to neighborhoods east of I-52, with the Boston-Thurmond Neighborhood and two locations in the Peters Creek & Academy area being exceptions.

Most children we see are elementary school age (approx. 6-12 years old), many of whom come to the HOPE truck unaccompanied by a parent. There is a significant sense of isolation out on routes. Not only are sources of food often at least a mile away, they are often of poor nutritional content or fast-food establishments. These are areas of extreme poverty: \$HHI 200% below the poverty line; low maintained roads; little to no transportation; lots of unsafe debris and these are areas of high crime. Each weekend, HOPE staff/mostly volunteers prep and deliver meals, produce, milk and water to children to these sites via caravan in the afternoon hours.

This transformative grant will help with Operations costs, which includes funding food and non-food items for meals, and any other needs to keep the process of 'Help Our People Eat' going. The needs for nutrition are ever growing in the population we serve, so our efforts to expand ways to make produce more accessible is vital. This award will keep HOPE driving as well as help our efforts to enrich and expand to meet needs of healthy foods for physical health, mental health and social behaviors.

**Case:** 15201

**Organization:** Hope to Thrive

**Project:** Hope To Thrive Trauma, Race and System Transformation

Hope To Thrive's (HTT) mission is to inspire hope for all communities to thrive in health and wellbeing. We aim to inspire hope within communities most impacted and those experiencing negative social-emotional and health impacts of ACEs, trauma, and toxic stress. We address specific concerns within communities that experience persistent poverty, housing instability, hyper-segregation, and systemic racism by providing culturally appropriate education about ACEs, and how to mitigate and prevent toxic stress through immediate relief (e.g. food pantry), mental health support, and other services. We use the public health social-ecological model to advocate for trauma resilience by engaging with individuals, government officials, and other community stakeholders that might affect health. Our overall goal is to help impact the ability of parents and caregivers in Forsyth County to have accessible and effective resources for their children to learn and grow, and live in an environment where all children can thrive. This project focus is to engage traditionally marginalized leaders of organizations in qualified census tracts and relevant stakeholders, in order to contribute to the City's strategic plan for economic vitality and diversity, among other alignment within the City's strategic plan.

**Case:** 15275

**Organization:** Hope to Thrive (non-profit)

**Project:** Youth Creating Safe and Secure and Liveable Neighborhoods

The Project, Youth Creating Safe and Secure and Liveable Neighborhoods, is scaling-up our existing intentional year-round program designed to give low income youth in qualified census tracts under the age of 25 experiences that would make them competitive, strong, and heroic global leaders and world changers. In a world where global poverty is rising, global warming is increasing, epidemics and pandemics happen, and other social problems, the need for transformation, peace, and security is vital and our communities need to focus on training the next generations of leaders in public health, service to the community, and how to maintain healthy soil, air, water, as well as presenting an opportunity for immediate crime reduction among our high risk youth. Through a historical lens of understanding present day problems, Hope to Thrive is engaging our future leaders to dare to dream, to reimagine a better future, and equipping them to lead our communities for positive local and global impact.

The funds would be used for operational and program expenses, including hiring an intern, providing stipends for the youth, updating technology, and evaluation to work towards this being an evidenced-based program.

**Case:** 15280

**Organization:** Hope to Thrive (non-profit)

**Project:** Hope To Thrive Racial and Food Equity Transformation

This project is do a pilot of our Holistic Produce Pantry on wheels, to work with those elders and food insecure families who are not able to come to a physical location. This pilot mobile pantry will operate for 3 years. This project will delivery both prepared meals and our regular pantry items to participants.

**Case:** 15185

**Organization:** IFB Solutions (trade name of Winston-Salem Industries for the Blind)

**Project:** Job Training and Employment for People Who are Blind

Winston-Salem Industries for the Blind, Inc. D.B.A. IFB Solutions is requesting grant funding from the City of Winston-Salem ARPA Transformational Grant Program in the amount of \$300,000 to support job training for 60 new hires including 30 who are blind or visually impaired and retraining 67 current IFB employees in Winston-Salem. The new textile manufacturing projects will create or sustain 127 meaningful and challenging jobs for people who are blind and sighted in our community.

IFB Solutions is a 501C3 organization that supports many underserved communities in Winston-Salem and provides those services within a QCT. We project that this project will serve 127 people that will generally meet or exceed the diversity characteristics that are represented in our current workforce.

- Currently 54% of our 390 employees based in Winston Salem are blind
- 37% of our workforce is African American
- 15% of our workforce is Hispanic
- 3% of our workforce self-identify as Asian
- 4% of our workforce self-report as a U.S. veteran

IFB Solutions will have several major production line changes during FY 2022 through FY 2023 due to new and updated requirements from the Department of Defense. Recently the Air Force, through the Defense Logistics Agency (DLA) has entered conversations with IFB Solutions to provide a new product, the Physical Training Gear (PTG) jacket, requiring at least 60 individuals to be trained and retrained. 45 IFB employees will have to be retrained as our work on the Air Force Improved Physical Training Uniform (IPTU) Jacket production ends in October 2022. Preproduction training on the PTG will begin in November 2022 through February 2023. First contract orders from the Air Force for the PTG will be delivered in April 2023 by IFB Solutions. We are expecting a production ramp-up over five months from February through June 2023 with continual training into June 2023 as the delivery requirements increase and new employees are hired to meet the requirement. The new textile manufacturing project requires different sets of textile manufacturing equipment, which IFB would need to purchase.

There will also be an increase in the manufacturing production in two departments. Currently, 36 individuals including those who are blind are manufacturing the Modular Lightweight Load-Carrying Equipment (MOLLE 4,000 rucksack) for the U.S. Army. To assemble this complex textile product over 400 operational steps are required. This department will need 40 more individuals to be trained/retrained due to the Army's demand.

Our Advance Combat Shirt (ACS) department currently employs 60 individuals, and we project the government's contractual requirement will increase significantly, requiring IFB Solutions to bring an additional 52 people into this department by the end of 2023. This will require a significant amount of training/retraining.

The training period is critical to ensure the success of every candidate who is blind or visually impaired on their path to career success and independence. Training will take approximately 12 to 16 weeks, whereas sighted persons will have from 8 to 10 weeks of training to reach full productivity.

An employer's expense of training and purchase and installation of additional workplace accommodations required to provide an accessible workplace for individuals who are blind can create a barrier to the job market for people who are blind. IFB Solutions has calculated this training, accommodation, and vocational support expense to average \$4,000 per year per employee. Our job conversion team works tirelessly to develop new manufacturing opportunities for individuals who are blind.

The bulk of individuals who are blind are low and moderate-income, are not working, and many are unfortunately dependent on government assistants' programs. By helping people gain meaningful employment opportunities, providing training, and upward mobility, we help these great individuals reduce their sole dependence on family and government assistance programs and become contributing members of our community, earning a paycheck, and gaining access to better healthcare, paid time-off, and retirement programs through our outstanding benefit programs. By providing access to a wide range of services offered at IFB Solutions, we support the development of independence and economic self-sufficiency.

IFB Solutions has seen some drastic reductions and changes to our portfolio of products and services that we have provided to the Federal Government and the U.S. military in FY 2022. Our portfolio approach to our business has traditionally driven a variety of employment opportunities of choice for people who are blind, and, in the past, it has helped balance our budget between our mission objectives and monetary cash flow needs. Coming out of the two-year pandemic slump, however, our FY 2022 revenue is currently 27.8% lower than the past two years in our Winston-Salem location. Further, this revenue reduction has been exacerbated by a change in our product portfolio mix to products that drive lower monetary contributions that support traditionally self-funded training support services for people who are blind. In February, we made the tough decision to reduce our workforce by 50 people across the organization. This included a training position in the Winston-Salem plant. Without public funding, we are not in a position to rehire for this much-needed training position as military production requirements come back to pre-pandemic levels in 2023. We also fear that with the shift to less profitable projects, we may be required to further cut training positions that directly impact the expansion of employment opportunities for IFB Solutions' employees who are blind that meet the statutory definition of developmental disabilities.

Public support to ensure on-the-job training is essential to the continued productive employment of people who are blind living and working in Winston-Salem. It is also essential to ensure that individuals who are blind that seek employment with IFB Solutions can have a successful employment outcome with what might be their first job ever.

If IFB is unable to provide the comprehensive training programs required to train new employees on our complex manufacturing operations and fund the re-training required to take on new projects and expansion of existing product production, we will absolutely see a reduction in employee productivity and, consequently, in our output and revenue. This will further exacerbate our FY2022 financial losses and threaten existing or newly signed contracts. In that unfortunate scenario, we will also have a lower capacity to onboard people who are blind to newly created jobs, and a reduction of productive employment outcomes will occur. Without our one-on-one training programs, more individuals who are blind in the city will be left out of the workforce. In that case, the few individuals that start with IFB will be less likely to achieve long-term employment. The reason for this is that it will be extremely difficult for them to reach a level of self-confidence and productivity that would potentially place them in full-time work making products for our military customers.

**Case:** 15136

**Organization:** Imprints Cares

**Project:** Imprints Cares Family Resource Center for Children with Exceptional Needs

Imprints Cares is requesting ARPA funds to support families disproportionately impacted by COVID-19. Imprints Cares project will address two primary COVID-19 related needs: 1) After being housed in the Augsburg Community Center for the last 53 years, Imprints Cares was notified in August 2021 that the pandemic had prompted Augsburg Lutheran to expand its homeless men's ministry and that we would need to find a new home for our agency by August 2022. 2) Families of children with special needs experienced increased isolation during the pandemic. Many children missed or received delayed services which resulted in emotional and behavioral challenges, changes to daily routines, and regression in developmental milestones. Our project requests support for the purchase of a new building to house our Expanded Learning program and to create the first Family Resource Center for Students with Exceptional Needs in Winston-Salem. Imprints Cares will also utilize the center to host Group Connections for children enrolled in our Ready for School (prenatal – age 5) programs which serve more than three hundred families annually.

Imprints Cares intends to use capital project ARPA funds to purchase the former Data Max Building. We feel this property is ideal to house our Expanded Learning Program and to develop a Family Resource Center for students with exceptional needs. This center will offer early diagnosis and intervention services, which are vital in mitigating delayed diagnosis in students. This location is centrally located and ideal for families in Winston -Salem. The proposed site offers ~1.32 acres with a 20,664 SF 2- story special use facility, parking (114 spaces) and open space. The property is zoned LB-L and is located at 711 Coliseum Plaza Court. The building is served by two Winston Salem Transit Authority bus lines – 88 and 90 – and has convenient access to Atrium Health Wake Forest Baptist, downtown Winston-Salem, and other nonprofit agencies.

**Case:** 15270

**Organization:** Infrastructure Corps

**Project:** boots on the ground

Put ex-offenders and homeless vets to work get the community back clean how it is supposed to be.

**Case:** 15161

**Organization:** Journee Bees Village

**Project:** Community Bridge Connect

Community Bridge Connect is a collaborative project between Journee Bees Village, Eliza's Helping Hands and Hogar Immigrant. CBC will provide services to residents of Winston-Salem Forsyth County in the areas of: crisis intervention, access to mental health services, domestic violence interventions, substance use assistance, case management, preventative gang education, financial literacy, career planning, and access to health education.

Journee Bees Village will assist individuals ages 16-25 to to provide case management services, linkages to post-secondary education programs, social and emotional learning, community resource connection, peer support training and WRAP groups (wellness recovery action plans).

Requested funds will be used to cover operating cost, funds to assist participants with paying for certification programs that do not offer scholarships or financial aid, peer support trainings, transportation, and general participant needs (job related items, rent assistance, food and utility assistance).

**Case:** 15087

**Organization:** Kaleideum

**Project:** STEAM Education Outreach

Kaleideum will use ARPA funds to support community outreach efforts in underserved parts of our community and with underserved populations. Kaleideum has long offered FREE field trips for all WSFCS students and FREE programming for all Title I schools. The proposed outreach project will enable the Museum to extend this critical programming by taking STEAM education directly to public schools in our community in QCTs. In addition to public schools, Kaleideum will be able to extend existing outreach to under-resourced early childhood education/pre-K programs (e.g., Head Starts) and other community locations (e.g., summer camps, after school programs, community/recreational centers, etc.) A comprehensive outreach initiative will enable Kaleideum to significantly expand the Museum's reach ensuring that access to high-quality STEAM education is not limited by an individual's, family's, school's, or community partner's ability to get to the Museum. Kaleideum's outreach initiative will support the democratization of STEAM education through programming that makes it accessible to ALL instead of a select few.

Kaleideum's STEAM outreach initiative has two primary components:

1. STEAM Mobile Education Unit (MEU)

The funding will support STEAM outreach in the Winston-Salem community through a future-focused, fully equipped makerspace on wheels/ mobile education unit. Capital funds will allow Kaleideum to fabricate a fully functional and equipped MEU that can be dispatched in the community within a year. With a fully equipped traveling makerspace that can be set up anywhere — in classrooms, gymnasiums, libraries, or outdoors — Kaleideum's MEU will be equipped with 3D printers, laser and vinyl cutters, laptops, and other high-tech digital fabrication tools, and everything else needed to bring innovative, hands-on workshops to students, educators, and families in historically underserved parts of our community.

Kaleideum's MEU, modeled after the Massachusetts Institute of Technology (MIT) program and Carnegie Science Center's FAB LAB program, will be a special prototyping workshop that employs digital design and fabrication tools and processes such as 3D printers, laser cutters, vinyl cutters, CNC routers, and other technologies. The MEU will be an applied STEAM learning environment that includes computer-controlled subtractive and additive tools to make structures with development tools for embedded computing, sensing, actuation, and communications. The MEU will include tools to design integrated functional systems, and video and online tools for collaborative development.

Once fabrication is complete (approximately 12 months), the Kaleideum MEU will be deployed in the community, primarily to under-resourced WSFCS Title I schools. Programming will thoughtfully incorporate STEAM competencies into making experiences that teach technological literacy. Learners of all ages and abilities will be able to engage with digital fabrication content through classes, outreach, student programming, and professional learning. Kaleideum's MEU will bridge STEAM content with social-emotional learning, allowing students to reconnect with their creativity, communicate with peers in meaningful ways, and build self-confidence through the iterative nature of the design process. Through the MEU, Kaleideum will be able to deliver standards-based lesson plans, presentations, and programming that can be adapted for learners of all ages and experience levels. The MEU will reach thousands of students in underserved schools in WSFCS within the grant period.

2. FIRST® Robotics Teams

FIRST (For Inspiration & Recognition of Science & Technology) is a global non-profit youth robotics program founded in 1989. Their successful approach to STEM education has been well researched and documented through many evaluations. FIRST serves elementary students with First Lego Leagues (FLL), grades 7th-12th with First Technical Challenge (FTC) teams, and grades 9th-12th with First Robotics Challenge (FRC) teams. This multi-tiered approach allows students to "level up" as they advance in age and abilities. Kaleideum supports FIRST teams at all levels, but this outreach funding will support high school teams at the FIRST Tech Challenge (FTC) level. FTC teams are easier to support as they cost a quarter of what FRC teams cost and require practice space the size of a classroom instead of a basketball court. Each FTC team consists of up to 15 students. Teams design and build



robots coded using Java-based programming. Each season concludes with regional and state championship competition events.

With this funding, Kaleideum will expand the existing high school based FIRST Tech Challenge robotics program in Winston-Salem from four teams (at two high schools) to 10 teams (at eight high schools.) The goals of the project are to: (1) increase students' competence in STEAM; (2) increase students' enthusiasm for STEAM; and (3) increase students' interest in STEAM careers. Over the course of three years, this funding will establish six (6) new public high school robotics teams in Title I schools in WSFCS. This funding will enable 360 Winston-Salem students to receive hands-on, in-depth STEAM training that will prepare and inspire them to go on to STEAM careers.

Participating schools will be able to field a team at their school without the added barrier of having to get to Kaleideum — this is possible in part because teams will be able to access equipment and technology through the MEU if the technology is not available at their home school. Funds will support supervision and evaluation by Kaleideum staff; FTC team fees and annual costs; mentor stipends and professional development; supplies/materials/equipment necessary to construct competition robots; and food/transportation/lodging necessary for full participation in the FTC program.

**Funding will:**

- Fully fund the yearly cost of new rookie teams including one time start up equipment such as a field, reusable controller kit, and starter set of tools.
- Fund 50% of the yearly cost of veteran FTC teams. Kaleideum philanthropy staff will help connect teams with engineering firms in the area to provide the remaining 50% yearly costs. Kaleideum Philanthropy Staff, Caren Hamrah, will teach mentors and students to obtain and retain funding from these organizations.
- Provide stipends for mentor teachers, who work upwards of 135 hours a season.
- Hire an external evaluator (Karen Peterman Consulting) for the project.
- Recruit new mentors and train them on FIRST mentoring. These mentors will in turn recruit new student and train veteran students to recruit future teammates.
- Provide opportunities for teams to meet other robotics team students to problem solve and celebrate successes together.
- Provide mentoring opportunities with career engineers for teams through volunteers and the annual Engineering Festival.
- Supply food at kick off and celebration events for teams that will involve parents and professional engineers as well as interest/info meetings to recruit and train teachers to serve as mentors.
- Support Kaleideum staff who will oversee the project, teach mentors and students to fund raise, staff the fabrication shop, assist the external evaluator with evaluation, and recruit volunteers to assist.

**Case:** 15117

**Organization:** LEAD GIRLS OF NC INC

**Project:** LEAD Girls Afterschool Program

Black girls with lower socio-economic levels, who have limited access through the Title I schools they attend are penalized daily by the systems that our community, and our country, have put into place over centuries. LEAD Girls programming and outreach aims to counteract social and interpersonal forces that impede girls' growth and development while increasing educational aspirations and expectations. LEAD provides an emotionally safe setting where girls can develop caring relationships and use authentic voices within a structured program where our girls learn how to set long term goals, connect with resources and career paths, and how to communicate effectively. With these strengths, our girls can grow beyond imposed cultural limitations into engaged and authentic young women. Data in pre-and post-surveys shows the measurable impact we have: 95% are thinking about their future career/life and 94% are more motivated to do good things.

In the past two years, we have launched and completed two elementary school pilot programs with fourth and fifth graders. This work has led our desire to connect with our girls sooner and create our own internal pipeline for girls in our program, which will further amplify our service and support. To do this, LEAD will create an afterschool program for 50 fourth and fifth grade girls from local Title I schools beginning in the fall of 2023. Girls will be transported to Centenary United Methodist Church in downtown Winston-Salem afterschool and will participate in opportunities centered around STEAM, Entrepreneurship, Literacy, Movement, and LEADhershship. We will also accommodate early release days and teacher workdays throughout the year. Girls will be picked up at 6 p.m. so parents/guardians may complete a full workday. Upon completion of fifth grade and our afterschool program, our girls will be encouraged to participate in LEAD Girls in middle school, either in-school or on Saturdays, with a goal to have them continue in our structured support group for three additional years.

The bulk of public and grant funding for academics and childcare is spent for preschool children and school age students through third grade. In the community we serve, middle school and high school aged children are often taking care of their younger siblings afterschool. They are not getting the opportunities to pursue afterschool clubs and sports, which will help to promote their healthy adolescence. By offering afterschool initiatives for fourth and fifth grade siblings during the school year at an affordable price, we also see this as an opportunity to benefit the entire family.

School success relies on social emotional success, which in turn helps with academics and attendance. With two years of experience in elementary schools, pre and post-LEAD data shows the amazing benefits for our girls when we meet with them every other week: 67% more of our elementary school participants reported they enjoyed school; 57% more girls are in clubs and activities in addition to LEAD; and 33% more report they feel like they are part of a community. This new afterschool program will allow our girls access to LEAD Girl's structure and programming three-four hours daily, which will result in an even more substantial - and transformative - impact both short term and long term in our girls' self-esteem, relationships with parents, and how they feel about themselves and their lives.

ARPA funding will help to pay for initial capital costs and three years of operating costs surrounding LEAD Girls' afterschool program. This funding will allow us to hire afterschool care staff (both full and part-time with benefits and a living wage) and train them to work with our girls in an effective and life changing way. It will also help to provide supplies, snacks, researchers and software needs, honorariums for guest speakers, transportation, and other daily needs while allowing our girls time for movement, academic support, a structured leadership workshop, STEAM activities, and more. This funding will also allow us to charge a smaller amount in fees to eligible participants, while still helping with our income stream.

**Case:** 15105

**Organization:** Liberty East Redevelopment

**Project:** Building Blocks For the Future Of Our Neighborhoods

Our mission and goal is to be an advocate and catalyst for the successful revitalization of the Northeast and East Winston with special emphasis on housing, education, and youth development and community engagement for low and moderate income individuals and families. Funds will be used to purchase properties to develop for building houses, providing training opportunities, and for hiring area residents. These funds will also be used to increase the literacy proficiency by closing the 3rd grade reading gap for our program Bridging the Gap Literacy Initiative by using tutors which will allow us the capacity and resources to be successful to serve our community. This initiative was implemented in response to the learning loss that has plagued our children due to the Covid-19 pandemic. This initiative works to close the achievement gap by serving children in our community who face the greatest literacy disparities.

**Case:** 15254

**Organization:** Mixer Community Makerspace

**Project:** Connection Point to Career Pathways

The Connection Point to Career Pathways program will facilitate the interactions of educators and mentors with students from Winston-Salem and Forsyth County to teach skills to students in grades six through twelve that will lead them to career pathways, including university and college, apprenticeships and direct-to-work, as well as entrepreneurship tracks. This year-round extracurricular program uses technology that is engaging and directly related to emerging career opportunities in our community, specifically the development of infrastructure to support Unmanned Autonomous Systems (UAS) and Unmanned Autonomous Vehicles (UAV). As students learn to build, maintain and deploy drones, they will also be educated on services these skills can provide such as photography, mapping, structural inspections, product delivery and light shows. The in-depth knowledge of the operation and maintenance of these machines acquired in this program can be applied to a broad range of careers in automation, engineering, and mechatronics.

Connection Points will augment Career and Technical Education (CTE) that Forsyth County students are already engaged with. The curriculum is tied directly to CTE learning outcomes as well as federal occupational standards outlined in the Occupational Information Network developed under the sponsorship of the U.S. Department of Labor/Employment and Training Administration (USDOL/ETA) through a grant to the North Carolina Department of Commerce.

This extra-curricular program differentiates itself from existing education programs in a few key ways. We are keeping a focus on emerging technology and engineering job fields like drone services, computer programming, automation, autonomous vehicles, additive manufacturing, and other emerging fields. We are also committed to making this program accessible to members of all local communities, as well as creating revenue streams for the long term sustainability of the program. This program utilizes project based learning so that students get a realistic version of what is required to deliver a product or service.

Funding from the City of Winston-Salem Transformative Grant ARPA funds will be used to fund 97% tuition assistance for youth living in underserved communities, and to pay for capital expenses required to start the Connection Point program. Sixty percent of tuition income will be subsidized through donations and grant funding to offer enrollment to students living with economic challenges, while forty percent will be through full tuition payment.

**Case:** 15171

**Organization:** My Brothers Second Chance

**Project:** Boots on the Ground Initiative

My Brothers Second Chance mission is to educate, empower, and enhance the lives of our at-risk youth.

MBSC's purpose is to provide evidence-based mentoring, linking, monitoring and coordination of care to at-risk male youth residing in Forsyth County, NC. This is done in collaboration with community partnerships that allow us to provide mentoring/coaching through the following activities: personal development skills, educational support, supplemental life skills learning, decision and problem-solving skills, gang affiliation solutions and vocational training. Individual and group support is offered to all participants. Our goal is to empower the youth of today and tomorrow to strengthen young men that are on a path of self-destruction. During the past four years, MBSC has conducted over 200 workshops and seminars totaling over 700 instructional hours for over 350 youth. Additionally, we have performed over 250 hours of mentoring training sessions for more than 500 youth.

The organization was formed by convening key stakeholders including individuals, activists, and violence survivors already embedded in the community and doing aspects of prevention or response work. Violence and gang-related activity in Forsyth County has continuously proven itself to be a pressing issue; community of Forsyth exhibits a critical need for

programs which are proven to be effective in providing youth and young adults with the skills, tools, and resources necessary to not only prevent gang involvement in the first place, but also programs to intervene with individuals who are trying to exit violent and/or gang-related activities. The county has already demonstrated a commitment to address this issue by the completion of the Gang Impact Assessment. However, research shows that the most effective approaches to address gang-involvement are comprehensive grassroot evidence-based approaches that mobilize a wide spectrum of community resources working together, providing opportunities for education and/or employment, and providing on-going support for the youth involved.

The Boots on the Ground initiative will be another component of our overarching strategy of mentoring program by placing skilled mentors at bus stops in some of the high-risk areas of the county including: Piedmont Circle, Southside and Happy Hill Gardens, Cleveland Avenue Homes, and Lakeside Villas. The approach to engaging in these communities will be culturally and linguistically appropriate as it is important to engage persons who identify with other cultures with the pursuit of providing equitable programs and services.

**Case:** 15116

**Organization:** My FACE, Inc.

**Project:** TEAM for Women

TEAM for Women is the continuation of a project started two years ago called MENTOR (Mentoring, Empowerment, Nurturing, Training, Opportunities, Responsibility) which was initiated in the Fall of 2019. It is a holistic program that provides mentors to unemployed/ underemployed families. These mentors encourage heads of household to work towards improving themselves socially and professionally. They assist families in writing Family Empowerment Plans (FEPs), helping them follow through on those life plans, and keeping data on their progress. Mentors serve as coaches, counselors, trainers, advisors, support personnel, facilitators, and guides. The uniqueness of MENTOR is that families are mentored one-on-one by members in their own neighborhoods. As part of the initial phase of this project, we enrolled one individual, and six months later, we had a total of nineteen young women who had been referred by their school counselors and parent involvement coordinators.

During Phase One, we conducted two trainings, one in 2019 for four (4) potential mentors and one in 2020 for another five (5) mentors. We are now in the process of designing another training for 2022. Also, we have presented several leadership workshops online with themes, such as “Befriending You,” “Honoring the Woman Within,” “Remaining Stable in a World of chaos,” “Finding and Living Your Life’s Purpose,” “and Loving the Queen Within.” We also held Face-to-Face Meet and Greets in which we had motivational speakers and career counselors. We have made presentations on My FACE at schools, universities, festivals and developed many marketing tools, i.e., a logo, a website, a brochure, a display table and table cover, plus giveaways like face masks and t-shirts.

In spite of the trials we have met during Covid 19, seven women have met their FEP goals; there are another seven who will meet their goals within the next few months. Our plan is to enter into Phase Two (TEAM for Women), in which those who finished Phase One will graduate and then reach back to help those still in need of mentoring. We will also add another thirty-one (31) participants over the next year-and-a-half. The goal of TEAM for Woman is to empower families to compete in the marketplace, creating opportunities for improving their economic status. Plans are for heads of household to 1.) Complete their Family Empowerment Plans and determine what steps they will take to accomplish their goals; 2.) Identify education necessary to attain the license or degree they desire; 3.) Apply for and obtain sufficient employment; 4.) Develop and maintain household budgets; 5.) Make sure basic needs, i.e., rent, utilities, clothing, food, personal items, and children’s needs, are met; 6.) Attain proficiency in effective communication; and 7.) Enhance personal leadership and empowerment skills.

Individuals are eager to join but we need strong mentors in order to fulfill our promises. If we receive an ARPA grant for My FACE, Inc., we will be able to hire a full-time Executive Director, and additional part-time staff, including an Executive

Assistant, a Mentor Coordinator, a Grants Writer, and a Public Relations/Marketing Coordinator. We will also be able to give a small stipend to our Mentors.

The My FACE Board of Directors truly believe in this effort. Along with our mentors, we have diligently worked to make our MENTOR Project succeed. We believe that through MENTOR and TEAM for Women, we can make a major impact on poverty in Winston-Salem. These single mothers need our help. We could provide several examples, but the one we are most happy to share is that of a thirty-three year old mother of six children between the ages of 10 and 16. "Tracey" has been in our program for almost two years, during which we have provided her meals, toiletries, cleaning products, Christmas presents for the children, clothing and schools supplies. When we met her, she was working in a full-time office job for a delivery service, which required her to work sometimes seven days a week for long hours most days. Of course, this was an excessive burden for her and her children. One of the first things we did with her was to help her write a Family Empowerment Plan (FEP) which included her professional life goal and the necessary steps for achieving this goal. She determined that she wanted to be a tractor trailer driver, which would involve obtaining a CDL license. Because of the children, she needed a job that would require local driving and would give her workdays to accommodate her children's school hours. After receiving her CDL, she applied for truck driving jobs and was hired by a company in Thomasville, NC which met her expectations. Because of this newly acquired position, "Tracey" will be able to move to a larger house in a safer neighborhood, much closer to her oldest child's high school. Since she has to drive an hour each day to and from work, she will need another car that is more economical and uses less gas. She will be able to afford this second car as well. We are elated that we have been able to mentor and support "Tracey" in meeting her goals and in making life a little easier for her and her children.

The above story exemplifies the value of this project and demonstrates that it works! We are committed to doing this work to assist low-income single mothers in attaining upward economic mobility and becoming the best they can be! We simply need monetary and human resources in order to continue to make this happen; and thus, we begin Phase Two!

**Case:** 15268

**Organization:** National Community Development Corporation (NCDC)

**Project:** Innovative Affordable Housing Program

NCDC is seeking \$500,000 dollars for operation support for two years and \$1,000,000 for capital contribution to the revolving housing loan fund that will build 500 affordable housing units in five years, for a total grant request of \$1,500,000.

City of WS	\$1,000,000
East Winston Equity Fund	\$1,500,000
WS Alliance	\$2,000,000
Wall Street Initiative/Local Banks	\$3,000,000
Revolving Housing Loan Pool	\$7,500,000*

\*Loan pool will support ten Structural Insulated Panel construction teams each requiring \$750,000 capital to meet required output capacity. The fund is able to respond to a rental strategy, for the Land Trust to hold affordable houses and land in perpetuity.

NCDC created the Innovative Affordable Housing Program (IAHP) to focus on the dire need for affordable housing and to demonstrate the innovation of Structural Insulated Panel (SIP) technology. This start-up production effort, if endorsed by a confident public, the city and county government, the private sector, will give this community a leg up as we strive to meet the challenges of a post-pandemic environment. This mega-collaboration is the making of our New Normal.

A new vision bringing together each section of the housing community: Community Development Corporations (CDCs), developers, nonprofits, financial institutions, housing counseling organizations and several new creations, i.e., the housing

and garden trust fund along with the East Winston community equity fund. This venture is the vision of the NCDC board of directors.

The Coordination required for this massive effort will be done by Accelerator Monitoring Council (AMC) under the egis of the Partnership for Prosperity, mayor Allen Joines strategic think-tank. AMC will provide leadership and coordination of all project divisions and ensure project efficiencies are met.

To make a significant impact in LMI (Low and Moderate Income) housing a comprehensive plan is vital. Using the collective collaboration of the local housing community will allow an economy of scale to be realized that will impact the 16,000-unit housing deficit in Winston-Salem/Forsyth County. The current production capacity of 1300 units per year is not enough to increase net inventory. These organization will have the opportunity to concentrate on their mission and worry about resources.

The primary purpose of this housing proposal is the production of more affordable housing and addresses each component needed for delivering affordable housing at scale.

To build 500 new houses in the next 5 years and reach a maximum output of 250 new units per year within a ten-year period will guide our community into a leadership role in the Southeast. The output is determined by the number of teams that are trained and each team trained is a direct multiplier effect on housing production.

The secondary purpose it is to nurture and grow SIP technology to build LMI (Low and Moderate Income) housing, something that has great potential because of the cost alignment between stick and SIP construction. Present housing data for Winston-Salem and Forsyth County indicate that one-third of the 16,000-unit deficit are LMI.

The key to production is the number of crews that are trained. A crew of 4 workers, one team can construct the shell of 1500 square feet in five working days, and 3 to 5 weeks to finish. Decreasing the housing deficit is a product of the number of teams that are trained. Our goal for the first year will be 10 teams. Full operation of IAHP will take 12 months.

IAHP can also option the use of traditional stick-built construction in conjunction with Structural Insulated Panel (SIP) technology. We embrace the new normal, in this case SIP technology. Traditional builders in the industry will stay with that which they know and have the most experience, traditional builders are not putting down hammer and nails in exchange for screws and a glue gun.

SIP technology has evolved over the past thirty years and represents a three percent, and growing, share of the total US housing market. That change is being fueled by a material and labor shortage generated by the pandemic. The growth in the SIP panel industry is apparent by five new manufacturing plants built in the last four years on the east coast alone. Costs have also equalized brining SIPs, which meet the new energy standards test and are twice as strong as 2X4 construction in wind tunnel and blower-door testing.

Structural Insulated Panels are a high-performance building system for residential and light commercial construction. The panels consist of an insulating foam core sandwiched between two structural facings, typically oriented strand board (OSB). SIPs are manufactured under factory-controlled conditions and can be fabricated to fit nearly any building design. The result is a building system that is extremely strong, energy efficient and cost-effective.

Structural Insulated Panel Nomenclature:

1. Sustainability
2. Twice the strength of Stick-Built
3. 3 days to construct a 1500 sq. ft. house
4. Energy Efficient with a 50% with a Star-Energy rating
5. Less labor and construction cost
6. Central HVAC, optional

See Video: [https://www.youtube.com/watch?v=\\_t3VmOy17N0](https://www.youtube.com/watch?v=_t3VmOy17N0)

#### Elements of IAHP:

- Increase the number of affordable housing units, single and multi-family
- Use SIP technology to decrease housing deficit
- Train 20-to-30 teams in the next 18 months (150 people)
- Add 1500 housing units in WS/FC
- \$250M in new housing in the next 5 years (50% in QCT)
- Financing:
  - o Wall Street Initiative
  - o Community Reinvestment Act
  - o Community Equity Fund
- Accelerator Monitoring Council (AMC)
- Mega Collaboration (centrally pooled resources guided by the AMC)
- Four Housing Project Models

The strong financial prospects that are accessible for this project are:

1. Gap financing from the City of Winston-Salem is the catalysis for IAHP success. NCDC is requesting \$1M from the American Rescue Plan Program to use as a part of the \$5M revolving loan fund to be used for construction. Acquiring 50 lots from the city at no cost is now possible with the approval, in November of 2021, on Senate Bill 70, which allows the city to dispose property at their discretion for building affordable housing.
2. The Community Reinvestment Act has not been used for any project by our community even after the BB&T and SunTrust Bank merger in July 2019. As part of their Community Benefits Agreement to congress, the new bank committed \$31B to LMI housing. Having Truist as a financial participant in a \$250M housing venture is What?
3. The Wall Street Initiative, (\$15B investments in urban America to atone for the 2008 Obama bailout of Wall Street) is a special community development finance program sponsored by the National Community Reinvestment Coalition, NCDC is a member, and J. P. Morgan, Lazar Freres, and Goldman Sachs. We are requesting \$5M for the revolving loan fund.

**Case:** 15157

**Organization:** National Cycling center

**Project:** Cycling for Health, Recreation, Transportation and Visibility of Winston Salem

The National Cycling Center (NCC) is a 501c3 organization located in Winston-Salem, NC. The NCC is currently raising awareness of the health benefits of cycling and providing opportunities for individuals and organizations to participate in cycling activities. It is well established that cycling has positive impacts on health. For children, recreational cycling can enhance gross motor skills; promote health and wellness; support mental and emotional health; promote socialization skills; promote healthy ways to expend energy; offer transportation; and develop a sense of independence. There is also a growing body of research that shows that biking has positive economic impacts on bike friendly communities as well. The League of American Bicyclists, and a number of communities and states, have data to show that biking has a direct impact on local economies and companies. New businesses are looking for locations that support a healthy, family-friendly community with ample opportunities for recreation. A study by the Marin California Bicycle Coalition concludes by saying that "bicycling brings business". It is estimated that the 60 million recreational bicyclists in the US spend \$46.9+ billion on meals, transportation, lodging, gifts, and entertainment. Additionally, bicycling has also been shown to help revitalize struggling commercial and residential areas in cities such as Memphis, Tennessee. Those who cycle have a connection to their communities and care about the safety of their streets. Cycling can also provide a low-cost mode of transportation in urban areas and extend the reach of public transportation.

The City of Winston-Salem is continuously working to extend and connect its Greenways, natural surface trails and multi-use paths, expanding the network of safe biking routes. Currently the Bowen Branch Greenway, the Brushy Fork Greenway, the Long Branch Trail, the Newell-Massey Greenway, the Salem Creek Greenway, and the Salem Lake Trail allow citizens and visitors safe routes for walking and cycling in the eastern and northern parts of Winston Salem. There are also many Bikeshare stations and rental bikes available in the downtown area. These stations provide users the option to rent a bike to use for a short commute around the city at a very low cost.

Through numerous partnerships, the NCC is involved in a large variety of community engagement initiatives that both promote cycling as part of a healthy lifestyle and attract visitors, new residents and companies to the thriving City of Winston Salem. Through the various ongoing programs and initiatives, it has been surprising to learn that many children and adults in our community have not had the opportunity to learn how to ride a bicycle, much less have received instruction in cycling and pedestrian safety. The NCC has been working to change that through ongoing biking programs in WSFCS, providing a bikeshare system for the community and gifting rehabbed bikes to individuals and organizations to be used for recreation and transportation.

The NCC is seeking funds to advance two of its goals.

1. Make cycling accessible to a diverse group of people in Winston-Salem to a) improve individual health and b) to increase use of bikes for both recreation and transportation in Winston-Salem.
2. Provide a venue for competitive cycling that attracts local, regional, and national riders and visitors to Winston-Salem.

To advance NCC Goal 1, making cycling accessible to a diverse group of people in Winston-Salem, the NCC proposes to 1) increase the Biking Programs in schools that serves large numbers of low-income students; 2) increase the number of Bikeshare stations and bikes available in the Qualified Census Tract (QCT) areas noted in the ARPA Transformational call for applications; and 3) facilitate an event each year that brings families together to promote cycling education, provides opportunities to safely ride with others, and showcases cycling as an amateur and professional sport.

To do this, the NCC will increase the number of bikes it has to operate the Biking programs in WSFCS, lead training sessions for physical education teachers on how to teach a cycling curriculum to students and offer support to those teachers providing the Biking Programs in their PE classes and afterschool and summer programs. The NCC has plans to purchase and install Bikeshare stations and rental bikes in six new locations within the QCT areas. In addition the NCC is currently collaborating with several organizations within the community to provide gently used bikes to those who might not be able to afford them.

To advance Goal 2, provide a venue for competitive cycling that attracts local, regional, and national riders and visitors to Winston-Salem. The NCC, and its arm, Winston Salem Cycling, will be expanding the amount of cycling related activities offered during the Gears & Guitars weekend in September. In addition to attracting competitive cyclists, the goal is to attract and encourage more families, novice and recreational cyclists to participate in educational and recreational activities and bring in visitors who will spend more time and money in Winston-Salem.

In 2021, Gears & Guitars was focused on amateur and pro criterium racing around Bailey Park on Saturday of the race weekend and a ticketed concert was offered on Friday and Saturday nights. The new and expanded format of the 2022 Gears & Guitars event will include three days of cycling activities for amateur and pro racers as well as events and activities for families and recreational cyclists. Individual events will take place on 4th Street, in and around Bailey Park, and some routes will travel through the south eastern parts of the city. In addition to all the great cycling related activities, the event will book nationally, regionally and locally recognized musicians to perform all three days in concerts that are free to the public. The three-day cycling and music event is designed to bring out local citizens multiple days in a row and encourage visitors to spend at least two nights in Winston-Salem. The activities planned for Sunday of the 2022 event are family and recreational cyclist oriented and should attract a broad sector of the community to downtown. Educational sessions on bike and pedestrian safety and a variety of fun activities involving bikes aim to increase interest in cycling throughout the City of Winston Salem.



**Case:** 15083

**Organization:** Neighborhood's Hands

**Project:** Neighborhood's Hands Feeding Winston-Salem

The "Feeding All Winston-Salem Project" is a food feeding program that is administered by the Neighborhood's Hands Food Pantry and Mobile Food Crisis Vehicle programs. Thus, Neighborhood's Hands is a nonprofit 501(c)(3) organization that is located in the "food desert" of Winston-Salem, which serve many residents of the community who are under-served, disenfranchised, low-income individuals who do not have access to fresh fruits and vegetables. Our Food Pantry and Mobile Food Crisis Vehicle is essential to the residents of the community by which we provide a weekly bridge to provide food to the under-served, disenfranchised, low-income residents until their "food stamps" come once a month.

Neighborhood's Hands Food Pantry program and the Mobile Food Crisis Distributor vehicle provides and distributes over 891 pounds of food each week to the disenfranchised, under-served, low-income residents of Winston-Salem. The Food Pantry program and the Mobile Food Crisis Distributor vehicle is open seven days a week and we serve over 200 families within the Cleveland Avenue homes area, over 100 families at the Friendly Hills Apartments (Hispanic Community), serve approximately 200 residents at the Crystal Towers Apartments of the Housing Authority of Winston-Salem, and serve approximately 250 residents at the Sunrise Towers Apartments of the Housing Authority of Winston-Salem. Residents of Winston-Salem depends on our food pantry program and mobile food crisis distributor vehicle to help them sustain throughout the month until their food stamps and/or public assistance monies arrives. Our food pantry program and mobile food crisis distributor vehicle has become a very essential program within Winston-Salem. We have helped many families who resides in the North Ward, Northeast Ward, East Ward, and the Southeast Ward of Winston-Salem. Food is essential to every resident and our food pantry program and mobile food crisis distributor vehicle has played an essential role for the food insecurities throughout the city. Therefore, our food pantry impact approximately 1100 residents per week, which equates to approximately 57,200 residents are year. Thus, our request for a three-year term would equates to the feeding of approximately 171,600 residents over the next three years.

If funds are awarded, our organization will use the funds for the following: 1) for the purchasing of various food items, be it meats, produce, non-perishable items, pastries/breads, drinks and plenty of bottled water. These items will be used in our food pantry facility, as well distributed through our mobile food crisis vehicle. 2) for the service maintenance and fuel for the two Mobile Food Crisis Vehicles. These vehicles operate 7-days a week to service the several different communities throughout the city. 3) to retain the employment of the Food Pantry Coordinator and the Mobile Food Crisis Vehicle Driver. Both of these staff positions are very essential for the operations of our food feeding program. In addition, along with retaining the two staff members, the funds would be utilized to hire two more food pantry assistants. The demand for food on a weekly basis has increased and we must hire more staff to meet the demand. 4) for the daily operation of the food pantry. The costs of the utility bills to operate the food pantry has increased due to the fact that we have a large commercial refrigerator which stores all "perishable" items until the time of distribution. Therefore, if funds are awarded our Food Pantry and Mobile Food Crisis Vehicle programs would be able to continue and benefit the several communities within the City of Winston-Salem.

Finally, our Food Pantry and Mobile Food Crisis Vehicle Programs distribute more than 891 pounds of food weekly throughout the community. Thus, our programs are feeding approximately over 1100 residents a week. However, our goal is to distribute more that 1500 pounds of food a week and feed over 2000 residents a week.

**Case:** 15100

**Organization:** Neighborhood's Hands

**Project:** Neighborhood's Hands Putting Residents Back To Work Workforce Development

Neighborhood's Hands is a nonprofit 501(c)(3) organization which operates the "Putting the Residents Back to Work" Workforce Development Program at their facility located at 1713 N. Liberty Street, Winston-Salem, NC 27105. Our

Workforce Development Program have been a champion for the disenfranchised, the under-served, the low-income, and people of color residents of Winston-Salem. Our Workforce Development Program have been an advocate for residents who have sought out employment but were not afforded the opportunity for an interview. Thus, our Workforce Development Program has helped many residents to obtain gainful employment. We have helped potential employees to update their resumes, enhance their job skills, and prep them for an interview through a "mock interview". Furthermore, our Workforce Development Program have collaborated with several local companies to help individuals to obtain gainful employment at a livable wage.

In addition, our Workforce Development Program provides transportation for the residents who are seeking employment. The transportation program was created for the following: 1) the transportation program is designated to assist and provide free transportation for the public to travel to and from their scheduled job interviews. 2) the transportation program will pick up residents to take them to work within a reasonable distance until they obtain permanent transportation. 3) the transportation program will pick up residents of the community on a daily basis and bring them to our computer lab for accessibility to the computers to search for jobs and to update their resumes if needed.

Therefore, the Neighborhood's Hands "Putting the Residents Back to Work" Workforce Development Program is requesting funds for an additional employment coordinator to meet the demands that our program faces. Our Workforce Development Program allows the public to come to our facility to utilize our computers and access the internet to search for jobs. In addition, our employment coordinator helps the public to update their resumes, assist them with online applications, help them to enhance their job skills, and prep them with a "mock interview". Also, if needed the Workforce Development Program van service provide free transportation for the public to go to their interviews within a reasonable distance. Thus, first the funding would be applied to staff another employment coordinator to meet the demand that our organization faces. Currently, our Workforce Development Program have one employment coordinator but that does not meet the public demands. We have members of the community waiting for our assistance. Secondly, a percentage of the funding would be utilized for stipends for participants who participates in the resume building and job skills training. The stipends would be a nominal amount, but it would be an incentive for the public to seek job training skills and to seek gainful employment. Lastly, the funding would be utilized for supplies and materials for the computer lab that the public uses. The computer lab goes through a lot of computer paper and supplies on behalf of the public. The funds would be used to purchase more toner for the copier. All printed materials and copies are free to the public and there is not a limited on the number of pages that can be printed. Our Workforce Development Program will promote economic empowerment within the Black households by helping members of the household to obtain gainful employment with a livable wage, thereby, rewriting the rules to make Winston-Salem a place where all residents can have to appropriate resources to support their families.

**Case:** 15158

**Organization:** Old Salem, Inc.

**Project:** Old Salem, Inc.

The COVID pandemic has had a profound impact on Old Salem Museum & Gardens, which was totally closed to the public from March 2020 until May 2021. Since then, Old Salem has operated under a responsible and carefully phased re-opening plan, with limited hours in order to save expenses for employee compensation and allowing some historic buildings to remain closed to minimize operating costs. Currently OSMG is open Wednesday through Saturday, 10 a.m. to 2 p.m., with about half of its facilities open: the Visitor Center, the Museum of Early Southern Decorative Arts (MESDA), two retail shops, the Boys' School, Miksch House and Gardens, Winkler Bakery and the Seed-Saving Lab.

Although Old Salem had fewer in-person visitors and school groups, its educational staff remained busy, pivoting to adapt our "place-based learning" to digital content. Thanks to these amazing efforts, teachers, students and any member of the public can now access through our website, dozens of videos appropriate for students in grades 2 through 8 on topics

related to science, social studies, language arts and more. The videos have been very popular; recent student visitors expressed great enthusiasm for meeting staff member "stars" they have been watching.

Pre-COVID, Old Salem's staff size was 136. During the pandemic, 70 were laid off or furloughed. Our board of directors has asked us to expand our public hours to 10 a.m. to 4 p.m., Wednesday through Saturday, and to open more of our buildings, as of June 1, 2022. This will require hiring or rehiring a minimum of 24 positions and an increase in operating costs.

Most members of the public do not realize that "walk-up" tourist ticket sales provide only about 30 percent of our revenue. Visits from school groups, who generally come from within a two-hour driving radius, account for 70 percent. Thus, the struggles that public schools have had with their own re-openings, and their hesitancy to schedule field trips weeks and months in advance, has devastated our bottom line. We have been fortunate that some area private and charter schools have been able to visit this spring. Still, attendance in February and March 2022 was 37% of what it was pre-Covid in 2019. Although we expect an increase in visitation this fall, we are conservatively estimating that it will still be about 50% of pre-COVID levels. Our projections are that we will finish the year with just under \$408,000 in visitor revenues, total, compared with \$1.02 million in 2019.

Public school officials we have spoken with expect an increase in field trips in fall 2022 and a rebound to near pre-COVID levels by spring 2023. Old Salem's education staff is making a concerted effort to bring students from Title I schools to Old Salem, and the Moravian story is being expanded and diversified to include the long overlooked, but significant, contributions of enslaved people. The hiring/rehiring of the 24 positions will prepare us to handle the return of the students as well as the additional staffing demands from expanded hours and re-opening more facilities.

The cost of filling the positions is estimated to be just over \$435,000. In addition, because school visits and overall visitation did not rebound as predicted for 2022, we are projecting a revenue shortfall of \$631,058 this year, for a total deficit of \$1.06 million. This is despite our best efforts to save expenses by waiting as long as possible to fill vacant positions and re-open buildings. We are requesting assistance from the City ARPA application process for \$731,813.

We are currently in the process of interviewing for a number of these positions. There have been some challenges in finding good candidates due to the unusually competitive labor market. At the same time, we are having to replace the positions of several key team members who left for higher-paying jobs. Pre-COVID, our median hourly rate for full-time staff members was \$11; staff had also not received a cost-of-living increase in some time. We have taken steps to raise salaries throughout the organization to improve our recruitment and retention. Our current median hourly rate is \$13.00, with new staff starting at \$11.18 per hour. The increased sophistication of our educational offerings and lesson plans also necessitated the hiring of more experienced teachers.

In addition, Old Salem has made a firm commitment to ensuring empathy, equity and inclusion in all facets of its organization, including programming content, access to all of its resources, the hiring of staff and leadership positions, and appointments to the board of directors. Our statement of equity and inclusion is available upon request.

**Case:** 15164

**Organization:** Piedmont Craftsmen, Inc.

**Project:** Artist-to-Artist Mentorship Program

This project describes the pilot program intended to launch and inform an ongoing initiative by which Piedmont Craftsmen (PCI) artists are paired with emerging artists in Winston-Salem & surround area for an extensive one-on-one professional mentorship, wherein both artists will engage together in studio work, skillbuilding, tool mastery, portfolio development, trade practices, business models and make a detailed plan for the mentee (beneficiary) to further their trade development. The project accounts for creating a staff position to oversee the program and track the outcomes, as well as stipends for

all participants, including the beneficiaries. The pilot program will be for two years with the third year being the transitional year toward regular implementation (this application describes these three years).

For this pilot project, we will engage 6 beneficiaries and 6 of our member artists, totalling 12 participants per year. Beyond this funded first year we will engage 10-12 beneficiaries per six-months, totalling about 20-24 beneficiaries each fiscal year.

Initially participating beneficiaries will be residents of or students residing in Winston-Salem, their paired artists being within the city or within accessible proximity to the students and the city. For the first two years we will keep an emphasis on local artists until we have necessary momentum and secured funding for the expansion of the program. Ideally, the model of functionality will be easily replicated in regions where other PCI artists reside throughout the country, while pairings local to Winston-Salem will always be focused on within all terms of local funds and that funding's criteria.

**Case:** 15123

**Organization:** Piedmont Environmental Alliance

**Project:** Green Communities Green Jobs

Piedmont Environmental Alliance (PEA)'s Green Communities Green Jobs Project will transform the City of Winston-Salem by utilizing the power of connections to elevate vital environmental issues, promote economic vitality and green jobs, and create a more just, resilient, and sustainable City.

The work ahead of us is big. Climate change and related environmental sustainability issues are already impacting our community and others like it around the world. While federal and global policies are critical to combating climate change and protecting our environment, we cannot rely on top-down leadership alone to transform our communities or to create the mitigation, adaptation, and resilience strategies that we need. We also cannot rely on individuals or small groups working alone to make independent choices that add up to the changes our communities need. To make a difference, we need a powerful and coordinated local movement that elevates intersectional environmental and economic issues, engages the community, and creates strategic, equitable, and inclusive solutions across disciplines and stakeholders. Piedmont Environmental Alliance has the relationships, expertise, and project/event management skills to lead this movement.

With support from the City of Winston-Salem and ARPA, PEA will bring together a diverse array of partners across sectors to address the inter-connected systemic issues that our City faces, including climate change, economic development, community healthy, and environmental justice. We will develop new relationships and community connections that increase awareness of the rich assets that already exist in our community and begin the work of utilizing our assets to develop innovative solutions that transform the City.

PEA will focus on three key strategies to achieve this transformation:

1. Grow the local green job economy, increasing the pipeline of candidates eligible for jobs and connecting job seekers with employers.
2. Build partnerships across sectors and neighborhoods with regular Sustainability Roundtables that facilitate intersectional solutions for vital community issues.
3. Launch an environmental action coalition to mobilize the community and support forward-thinking environmental initiatives.

Strategy 1 - Growing the local green job economy

In line with the City's top priority of Economic Vitality and Diversity, Piedmont Environmental Alliance will work with partners to grow the local green job economy, increasing the pipeline of candidates eligible for jobs and connecting job

seekers with employers. Green jobs are those that directly benefit the environment (for example the alternative energy industry or local food production) or those focused on increasing the environmental sustainability of other industries. According to research from the Brookings Institution ([https://www.brookings.edu/wp-content/uploads/2016/06/0713\\_clean\\_economy.pdf](https://www.brookings.edu/wp-content/uploads/2016/06/0713_clean_economy.pdf)), a strong green jobs sector bolsters the economic success of cities and provides opportunities for less educated or under-employed workers.

In Winston-Salem and Forsyth County, there is currently no overarching mechanism for assessing, defining, and supporting the green business community. PEA will step into this leadership role and identify strengths, gaps, opportunities, and challenges to growing this forward-looking sector of the economy. Over the next three years, we will foster connections between employers, education / training programs, and job seekers; and send the message to green businesses that Winston-Salem welcomes new sustainable companies and is developing a workforce with the skills to support this growth. Key activities include:

- Conduct research on the needs of local green businesses and identify ways that we can support their continued growth;
- Conduct research on education programs focused on green jobs (degree programs, apprenticeships, internships) to identify what they need to be successful;
- Share information with local educational institutions, the City, and community partners to grow awareness of and interest in the sector, including through regular workshops and webinars;
- Organize regular green job fairs to connect employers with job seekers with 150+ job seekers and 50-75+ employers represented;
- Develop a directory of green employers and green job opportunities with 100+ listings;
- Re-launch PEA's Green Business Network, which provides specific action items to help local businesses adopt more sustainable practices and support new job opportunities with 35+ members.

#### Strategy 2 - Building partnerships across sectors and neighborhoods

Piedmont Environmental Alliance believes that the work of transforming our City cannot happen without deep partnerships and community connection, as written in the 2022-2025 Strategic Plan. With support from the City, PEA will re-Launch our Sustainability Roundtable program, bringing together a diverse array of individuals and institutions across sectors to build relationships and explore opportunities for innovative partnerships.

In 2019, PEA piloted the first Sustainability Roundtable, which brought together 50+ community leaders across sectors to discuss climate justice and sustainability, and increase collaboration on vital environmental issues. The event was a success by all metrics: 100% of participants met new prospective collaborators and 100% of participants developed ideas for future partnership. Unfortunately, additional Roundtables and follow-up were stymied by the COVID 19 Pandemic.

Over the next three years, PEA will re-launch and grow the Sustainability Roundtable with a focus bi-annual events and other activities that:

- Build trust and shared vision among 150+ diverse participants;
- Support intersectional conversations and innovative partnerships that address vital community needs around environmental sustainability, climate justice, community health, and economic vitality;
- Launch 5+ new initiatives that address environmental sustainability, climate justice, community health, and economic vitality;
- Lay the groundwork for an inclusive, diverse local environmental action coalition to support environmental initiatives and policies.

#### Strategy 3 - Launching a diverse environmental action coalition

In addition to building the local green job economy and growing more powerful community connections, our City needs strong, diverse coalitions working to mobilize the community and support innovative environmental initiatives. PEA's new

Environmental Action Coalition is building a network of community groups, neighborhood associations, and local non-profits focused on creating and implementing environmental projects and programs.

In the next three years, PEA will:

- Build a diverse, intersectional network of 30+ representative members from across Winston-Salem and Forsyth County with shared goals, vision, and activities;
- Mobilize thousands of community members to get involved in coalition events, programs, and activities in support of local environmental initiatives;
- Support pro-environmental policy and practice within the City of Winston-Salem, Forsyth County and other local institutions by highlighting best practices, sharing new opportunities, and mobilizing community support.

**Case:** 15225

**Organization:** Piedmont Wind Symphony

**Project:** PWS Music To The Masses: Phase II

The Piedmont Wind Symphony's fiscal health is stabilizing, but in need of an injection. Our lack of operating funds has prevented properly paying critical staff members; for example, our Music Director has worked for two years essentially pro-bono, and we had opted out of hiring an Executive Director for FY2022. The lack of an Executive Director, in turn, has hampered our ability to efficiently seek additional funds, community partnerships, and earning opportunities for our musicians.

We have been very fortunate for the support of the WSFC Arts Council and of new- and long-term supporters who have continually stepped up and provided the funds necessary to keep moving forward. We have able to engage our musicians and audiences for some amazing musical events over the last seven months, including three-part musical series (recorded and streamed, COVID-safe) that showcases the group's outstanding musicianship, two free outdoor concerts and three free COVID-safe indoor concerts that brought together our entire community, regardless of cultural, financial, or gender backgrounds. Our intent is to leverage those performances, and others in the FY2023 and FY2024 season, to generate additional individual and institutional financial support.

We realize that we rely on the support of our very engaged WS City council, Arts Council, and donors, and that they rely on us to be good stewards of their financial contributions. We will strive to use those contributions responsibly as we continue to provide excellent artistic value to the Winston-Salem/Forsyth County community.

The PWS Music To The Masses: Phase II project seeks to ensure future financial and programming stability by funding and finally hiring an Executive Director, and Music Director. We are applying for a \$55,000 grant to pay 50% of the salaries for these two positions over the next two years/seasons.

**Case:** 15259

**Organization:** RiverRun International Film Festival

**Project:** RiverRun Festival & Community Programming

RiverRun's vision is to unite communities through film and our commitment to Winston-Salem and Forsyth County is demonstrated through our annual Festival and year-round screening programs. We place an immense value on our year-round relationship with our community through our education and year-round screenings, especially those offered for free.

While the COVID-19 pandemic presented many challenges financially and programming wise, it empowered RiverRun to think boldly on how to further reach the residents of Winston-Salem & Forsyth County. For FY21 & FY22, we are proud to share we presented a full year of programming to our community with many screenings offered for free. The 2021 Festival was held May 6-16, virtually and at 6 outdoor venues throughout Winston-Salem and 1 in Greensboro – presenting 132 films from 24 countries. We presented 29 screenings for free -- through the festival and our year-round programming. As we are coming to the end of our current fiscal year (June 30), we are in the midst of our 2022 Festival which is presenting 174 films from 33 countries, including 37 free screenings & 6 panel discussions. To date, we have presented 16 free screenings as part of our year-round programming.

As we continue our ambitious steps toward recovery and growth, our goals for FY23 are:

- Increase the number of FREE screenings offered to the community by 20
- Expand our FREE Films With Class program to add 15 more schools (within WSFC Schools and across the Piedmont Triad) to increase student participation
- Increase collaborations with community partners by 10 who serve disenfranchised residents & neighborhoods across Winston-Salem
- Maintain programming in our Virtual Theater, including those offered for FREE (20), to further eliminate barriers to accessibility
- Expand our Marketing & PR to draw more visitors to our City of Arts and Innovation with \$6,000 increased outside visitor ticket sales

The arts and film are a uniting force for engaging our community. RiverRun feels it is important to bring audiences together in a shared setting – whether that be virtual or in person – engaging in mutual discussion. Through our work, RiverRun continues to draw disparate members of the community together and foster new ways of thinking and understanding the world – thus wholly fulfilling our mission and vision.

Much needed financial support from the City of Winston-Salem will allow us to fulfill our FY23 goals -- continuing our trajectory of recovery/growth and work in the community -- while attracting visitors from across NC and beyond.

**Case:** 15279

**Organization:** S.G. Atkins Community Development Corp.

**Project:** Salem Cohousing Project

The Salem Cohousing Project is a community development effort by S.G. Atkins CDC and Honorable Youth, Inc., in collaboration with WSSU Center for the Study of Economic Mobility and Stitch Design Shop, to alleviate poverty in Winston-Salem's most distressed census tracts and expand housing options to improve affordability. Salem Cohousing is a communal living pilot concept curated for up to five single mothers and up to ten children at a time who are currently experiencing poverty and seek alternative living arrangements to help their families achieve economic stability and upward mobility. The concept is not only a potential solution for Forsyth County's current affordable housing crisis, but it also provides additional value and support for single mothers and their children who are experiencing poverty. Through a uniquely-crafted and innovative two year program, residents receive support in areas that will have a positive impact on their future success: financial empowerment, workforce development, and psychological support.

Communal Living or co-housing is not novel—it originated many years ago and also took place in Old Salem and the Historic Bethabara Park by Moravian settlers. The concept is not ancient but rather innovative which is why many major cities such as New York and California have adapted communal living as the new way to live. A response to individuals lacking the resources to achieve their full potential, communal living has been adapted to meet the needs of different cultures and contexts. The concept of communal living has not yet been incorporated as a solution for single mothers and their families experiencing poverty, but based on thorough research of the concept and an analysis of the needs of residents whom currently live in the cities most distressed census tracts, communal living will thrive in this context. The infrastructure of

Salem Cohousing will provide a living space that will be the epicenter for learning and development of five single mothers and their families. The communal living design for single mothers and their families of Winston-Salem incorporates some facets from existing co-housing designs, but also has uniquely crafted certain aspects to best meet the needs of this population. The preliminary design will involve one building consisting of five individual family dwellings with bedrooms, each with a private bathroom, and a small additional living area. There will also be common areas including a kitchen, dining room, living room, laundry facilities, play area, and a study/computer area to foster a sense of community and support amongst residents.

Although the communal living environment will financially support single mothers, the program will not fully subsidize the cost of all living expenses. In fact, residents will be required to pay for rent and utilities (\$600 a month), and other additional expenses, including food. Having to pay for some of the expenses requires the women to practice learned financial management skills to help ensure their success upon leaving the communal living setting. There are certain factors that will be considered when selecting individuals to reside in these communal living facilities. An application/intake process will ensure that those selected are individuals who will benefit most from the arrangement. Only single mothers of Winston-Salem who are experiencing poverty will be considered. The number of children as well as the age of the children will be another deciding factor. Although the women selected are financially disadvantaged, they must currently hold a part-time or full-time job. In addition to demographic considerations, interest meetings will continue to be conducted and the application will also evaluate the family's needs and their aspirations for residing in a communal household. Interest meetings have been conducted in collaboration with the Two-Generations program (a program of Honorable Youth, Inc.) and the first year program participants have been confirmed.

The management of the house is democratic in nature and involves resident self-management and non-hierarchical decision-making, similar to other co-housing designs in literature (Tummers, 2015). The organization of the community is the shared responsibility of the residents, replicating the model of the Oxford houses and the co-housing design in the Europe, Netherlands, New York, and California. There is a common set of rules created amongst the residents in cohousing environments that involves cooking, cleaning, childcare, and financial contributions. A schedule is developed at weekly house meetings to manage these shared responsibilities. This defined structure will provide the necessary time and infrastructure for women to participate in activities that support their overall wellbeing, such as maintaining a job, skill development, and obtaining a higher education.

Funds will be utilized to pay for permits, design and construction to build the communal living facility. The lot for the house, located at 2715 North Patterson Avenue, has already been purchased by program founder Rasheeda Shankle, and will be transferred to the Salem Cohousing organization.

**Case:** 15265

**Organization:** S.G. Atkins Community Development Corporation

**Project:** SGA Economic Mobility Consortium

This request is to obtain funding to create and support an economic mobility ecosystem to be known as the Simon Green Atkins (SGA) Economic Mobility Consortium (EMC). The EMC will be a real-world, real-time ecosystem in which families living in high poverty neighborhoods or Qualified Census Tracts (QCT) of Winston-Salem will be supported through a "Whole Family Approach" (WFA) in which the EMC partners are working with adults and children, so that the needs of the entire family can be served. A key objective of the WFA is to break down silos in existing social services that are being provided to families beset by poverty. The WFA places equal priority on the needs of adults and children in the family to create seamless collaboration among multiple organizations to support a family's plans for their futures. It is our belief that in order for families to move from poverty, in particular, intergenerational poverty, all family members need to be engaged and supported by each other.



The EMC will be managed by the SGA CDC and administered as other CDC program initiatives such as the Women's Business Center, the Events and Conference Center, the Shared Kitchen, and Community Gardens so that the families participating in the EMC can be served and supported by the full range of the CDC resources. This includes the new CDC homeownership partnership with ESR and Financial Pathways as well as the digital economy initiative being launched to provide technical assistance and technology services for minority businesses.

Funds requested for the EMC will be used to support the overall administrative and management activities to establish the EMC within the organizational structure of the CDC. Consequently, the CDC will add a position that will assist the EMC program director and managers with their respective responsibilities. In addition, the position will maintain financial and administrative reports for submission to the EMC funding agencies. -Coordinate access and use of Enterprise Center for EMC sponsored trainings and programs. -Ensure integration of EMC with other CDC programs and services. Funds will also be used to support work of CSEM Community Engagement Lead as the EMC director and team of CSEM researchers who will lead the EMC research and evaluation plan. The EMC director

Provide leadership and management of EMC Implementation Plan - Lead the completion of program administration and reporting requirements. -Provide data collection benchmarking and analysis, assessments and evaluation reporting - Produce and publish reports and articles to increase awareness and support for EMC.

In addition, funds will be used to operationalize the EMC activities through the contractual engagement of Tate Consulting as project manager and training consultant. The project managers will provide leadership of the EMC partners in fulfilling their responsibilities and commitments to the EMC and the training and oversight for the Economic Mobility (EM) Coordinators and their work of coaching, supporting, and connecting the EMC families to resources and services identified in the Family Success Plans.

**Case:** 15203

**Organization:** Samaritan Ministries

**Project:** Project Cornerstone

Project Cornerstone was designed by Samaritan in 1995 with input from the men it was created to help. These men rarely have health insurance, suffer from multiple addictions and emotional problems and are often estranged from their families. Many grew up in generational poverty and family dysfunction with abuse. They are highly motivated to maintain their recovery and become successful. The goal of Project Cornerstone is to address the core causes of homelessness and to eliminate barriers to employment and permanent housing.

Funds will be used to support the operation of Cornerstone, including the supportive services counselor, 24-hour support through shelter staff, three meals each day and residency in the Project Cornerstone dorm.

**Case:** 15103

**Organization:** Second Harvest Food Bank of Northwest NC

**Project:** Hunger for Change Capital Campaign

Everybody is hungry for something, but too many among us are hungry for food. Serious hunger is a misunderstood and multi-dimensional reality in our local communities. It affects individuals, families, and children in a variety of ways that often go unseen. Sometimes the reason is systemic poverty; sometimes it is a sudden turn of bad luck; sometimes it is a pandemic that no one could have foreseen. Families living paycheck to paycheck can find themselves having to choose between buying groceries or paying for healthcare, rent, or heat. Compromises that no person should ever have to make become inescapable, and a cycle of food insecurity takes hold.

The mission of Second Harvest Food Bank of Northwest NC, with our community and partners, is to increase food security and create pathways that build a stronger region. While addressing the immediate needs for food assistance, we also address the root causes of hunger, like unemployment. Both the immediate and long-term needs have been exacerbated in our community by the COVID-19 pandemic. The replacement of our existing outdated and inefficient facilities, through this project, will accelerate our ability to respond to the challenges created by the pandemic and strengthen our ongoing ability to serve the community. Our new building will enable us to distribute more nutritious foods, strengthen our workforce training opportunities, and spur more community engagement through the attraction of more volunteers and the enhancement of our nutrition education initiatives. Funds awarded will be used to support this project, as it is more critical than ever that we are able to serve individuals challenged by the existing and post-pandemic economy. Along with enhancing our various programs, the funds provided through this request will result in our ability to invest more funds in our critical services as outlined in our proposal.

**Case:** 15075

**Organization:** Senior Services, Inc.

**Project:** Intergenerational Center for Arts and Wellness – Construction

Senior Services' vision is to provide a national model for the delivery of senior services by creating a state-of-the-art, one of its kind intergenerational adult day health/day care center. The 61,000 s.f. "Intergenerational Center for Arts and Wellness" will be built on property we own at 2895 Shorefair Drive and will include a new, larger home for our Williams Adult Day Center, and expand upon research conducted in partnership with Wake Forest University School of Medicine and others by integrating programmatic partners to provide healthcare and wellness opportunities, intentional intergenerational interaction and arts-based activities all under one roof. This inter-agency approach will establish a collective culture design to promote maximum impact and positive outcomes for program participants and healthcare patients, while offering a wonderful opportunity for groundbreaking collaborative research and focus on addressing important social determinants of health through an equity lens.

**Case:** 15237

**Organization:** SHARE-WS, INC.,

**Project:** Food Insecurity Reduction/Mitigation

Improving Food Access to Reduce Health Disparities Through a Co-Op Grocery Store and its adjoining programs, which includes a Food Pharmacy.

According to a 2017 study commissioned by the City of Winston-Salem, an estimated 17% of Forsyth County residents experienced food insecurity in 2014. Food Insecurity is defined as - being unable to find or afford enough nutritious food; Food Access – is a household's ability to get and buy enough nutritious food (includes transportation access, availability of items, income, and other factors); Food Consumption - The total amount of food available for eating in a household; Food Desert – is an urban area in which it is difficult to buy affordable or good quality fresh foods within 0.5 miles of any given point within the neighborhood.

The Piedmont Triad Regional Council - Piedmont Triad Regional Food Council, commissioned a food system assessment, 2020 – 2021. In the project summary we are told, food insecurity has become even more serious in recent years and has been further exacerbated by the present pandemic. The report tells us that the economic scale of the damage from COVID-19, and the disproportionate impact it had both economically and from a public health perspective on communities of color and low-income is indisputable.

Winston-Salem, NC, the principal city in Forsyth County, has multiple “food deserts.” These “food deserts” are in areas of the city where the median family income is at or near the federal poverty level. An estimated 38% of poor Forsyth County residents live in a “food desert,” in a county with a population of over 360,000. For many residents of “food deserts” the primary consequence is reduced access to healthy, nutritious food, and other healthy alternatives. Food insecurity unquestionably adds to serious health problems, such as Type 1 diabetes, hypertension and obesity. Food insecurity negatively impacts more than 25% of our school age children, an alarming rate.

Residents of “food deserts” are normally afflicted by multiple disadvantages. They typically lack reliable transportation, which diminishes their opportunity for living wage employment and access to healthy food options. Their predicament results in their perception of having no alternatives except to utilize local convenience stores and other fast-food options. Education which includes cooking, nutrition, and food shopping, can address these misconceptions.

SHARE’s plan involves improving food access, in conjunction with food education to improve community health.

The ARPA Funds we are requesting will be used to expand on the work we have developed over the last five years.

**Case:** 15227

**Organization:** Sherman Academy

**Project:** "Help Is On The Way"

“Help Is On The Way” for Math and Reading, Initiative is a local project that is centered on combating and preventing low proficiency levels with elementary students. The objective is to prevent low proficiency levels before they begin. Sherman Academy and WeCare Academy will provide a dual program of academic learning, after-school and summer programs, that focuses on the mastery of basic reading and math skills. The objective of the project is to begin teaching mastery of basic reading and math skills at the elementary level K-5. If mastery of these skills begin in kindergarten, then when the student/s reach third grade, they will not be behind academically or reveal low proficiency levels. The third grade End of Grade data is when most student’s proficiency levels are identified and documented that the students are 1-2 grade levels behind their peers.

During this project students will spend over 50% of their day on basic reading and math skills and in small classroom settings. The initiative is designed to get in front of low proficiency levels and prevent it before the third grade End of Grade test. We also pride ourselves in providing after-school childcare to low income families through after school and educational programs.

Funds will be used to scholarship a minimum of 25 elementary students, at Sherman Academy, 30 Students for the after-school program, 40 students at the After-school sites, for two years. The funding will also be used for staff support, learning materials, operating cost, after-school care and transportation. We will provide four after school sites across the city of Winston-Salem. We will purchase two vans to transport our students to and from the designated sites each day. We will provide experienced staff to help students with their academic success. Staff of the After-School and Summer programs will also teach remediation concepts of basic reading and math skills.

This Initiative is needed based on data obtained from the Winston-Salem Forsyth County Schools (WSFCS) report card and the National Assessment of Educational Progress (NAEP). All schools in marginalized communities of Winston-Salem have a “D” or “F” academic rating in math and reading. The NAEP report reveals that students in marginalized communities have been behind their peers for over twenty consecutively, in math and reading. Therefore, help is needed and Help Is On The Way!

**Case:** 15061

**Organization:** Smart Start of Forsyth County

**Project:** W.S. Childcare COVID-19 Relief Fund

### Project Description

Smart Start of Forsyth County (SSFC) will focus on addressing childcare needs through our project Winston-Salem Childcare COVID-19 Relief Fund. The W.S. Childcare COVID-19 Relief fund will support the need of Childcare in Winston-Salem, through collaboration and funding for Pre-Kindergarten opportunities. SSFC will focus on opening and maintenance of closed, licensed family childcare homes in Winston-Salem, NC. Smart Start of Forsyth County has always played a vital role in supporting childcare programs to provide the highest quality early learning experience for our city's early learners. As childcare programs continue to struggle, with 28% remaining closed and others unable to fully open due to staff shortages, wage inequities, and increased cost, the W.S. Childcare COVID-19 Relief Fund will be a lifeline for child and family childcare programs to get the tools and resources they need during this challenging time. Smart Start of Forsyth County will increase access to childcare programming by enhancing at least 25 classrooms and family childcare homes in Winston-Salem. Through this project SSFC will target communities identified as childcare deserts within the Qualified Census Tract that were directly impacted by COVID-19 pandemic causing closures and loss of revenue.

### Use of Funds

Through the W.S. Childcare COVID-19 Relief Fund, SSFC will employ (1) Project Director to facilitate the process and ensure participants are receiving high quality and equitable services, (1) Finance Coordinator to manage fiscal operations around operational and capital costs for the implementation of the project regarding funding, and (3) Early Childhood Coaches to provide ongoing support before, during, and after the implementation of the project. The Early Childhood Coaches will work directly with participants including educators, center directors, family childcare homes, parents, families, and current SSFC staff to ensure that the Winston-Salem community has knowledge of addressing childcare needs. SSFC will utilize the Wonderschool online platform to support the enrollment and marketing for child and family childcare facilities. With the addition of the licensed program by Wonderschool, SSFC will offer a 12-week business support program implemented by the SSFC Early Childhood Coaches to provide assistance on licensing support, business training, childcare training, and operations of the Wonderschool platform.

SSFC will use funds 12-months after receipt to provide retention bonuses to teachers up to \$5,000.00 per licensed child and family childcare center to maintain and attract qualified teaching staff. Those centers must be in targeted areas related to the Qualified Census Tract, be a center in the SSFC quality rating system, and meet specific eligibility requirements related to COVID-19 impacts. Another key use of funding for the W.S. Childcare COVID-19 Relief Fund will be to provide playground equipment and educational supplies to dozens of classrooms and playgrounds within the Qualified Census Tract to new and current child and family childcare centers impacted by the COVID-19 Pandemic. With the support of child and family childcare centers, the W.S. Childcare COVID-19 Relief Fund will provide administrative support for rental space, technology needs, and other administrative services for child and family childcare centers.

### Program Management

The Project Director will ensure that each participant applying follows the guidelines in a step-by-step process with an application. This process will identify if participants qualify for the project. The Project Director will have oversight of the project, supervise the (3) employed Early Childhood Coaches, and focus on the implementation of the project. SSFC will ensure that the Fiscal Coordinator facilitates the management and distribution of funds based upon the need of participants to ensure that the project is effective and successful. SSFC will have (3) Early Childhood Support Coaches, to support the opening and maintenance of the Childcare centers for up to 36-months. The (3) Early Childhood Support Coaches will support all child and family childcare providers in Winston-Salem. As part of the program management piece, SSFC will commit to hosting up to six job fairs for the next 36 months to attract essential positions (e.g., bus drivers, cooks,

and teacher aides, teachers, childcare directors, etc.) to contribute to the successful access to early childcare in the Qualified Census Tract.

#### Technology Support for Business Management and Parent Communication

During the March 2020 pandemic, 97% of child and family childcare programs using the Wonderschool platform in the United States remained open from March 2020 through September 2020. While national reports estimated that 60% of childcare programs who did not utilize the Wonderschool Platform had to close. According to the NC Early Childhood Coalition, In Winston-Salem, 50% of the childcare facilities were closed during that same period. Wonderschool supports providers stay fully enrolled and utilizing the web-based platform. 50% of providers on the platform receive an interested family within 20-days following the subscription to the platform. The Wonderschool platform provides assistance on how to acquire a childcare license, builds financial models to support tuition income, designs for an individual's setup to their childcare space, professional website, collects and track finances, and provides technical assistance on how to grow enrollments in childcare. The W.S. Childcare COVID-19 Relief Fund will include the purchase of (25) 12.9-inch iPad Pro and accessories to enable the childcare participants to access the Wonderschool platform. SSFC will purchase a 12-month Wonderschool subscription for each childcare center and family childcare home to adopt the included assets provided by Wonderschool. The W.S. Childcare COVID-19 Relief Fund will improve the business and technology operations of 25 childcare centers and family childcare homes.

**Case:** 15282

**Organization:** Smart Start of Forsyth County

**Project:** Nurturing Fatherhood Coalition

Smart Start of Forsyth County (SSFC) will engage the Winston-Salem Community by creating a Nurturing Father's Coalition (NFC) to guide fathers and male caregivers to promote strong family relationships and healthy child development. SSFC will engage fathers and male caregivers who are participating in a range of activities and increase understanding of how meeting other men can help fathers and male caregivers make progress toward their reaching goals. SSFC will facilitate the creation of a coalition that is comprised of fathers and male caregivers to develop leadership skills, interpersonal skills, parenting skills and job skills.

SSFC will collaborate with community organizations that welcome fathers as mentors or provide mentors to fathers with children coping with Adverse Childhood Experiences ACEs. Those organizations include Family Services Head Start Program, the Public Schools, Wake Forest University, and NC-Pre-K Programs. We will also collaborate with local childcare programs that are part of our network that include North Point Academy, TLC Learning Academy, Oak Summit, Victoria's Academy, Inc., Church Childcare, Church Childcare 2, Bailey Preschool, Generations Preschool & Child Care Inc., Little Geniuses Learning Center, Easton, Walkertown, Caleb's Creek. NFC will also partner with Greek Panhellenic Organizations including Alpha Phi Alpha, Omega Psi Phi, Phi Beta Sigma, Tau Kappa Epsilon, Sigma Alpha Epsilon, Sigma Phi Epsilon, Sigma Chi to serve as mentors and workshop facilitators.

SSFC understands that strong father-staff relationships are the foundation for active father's participation in communities. It is critical for fathers and caregivers to produce a strong relationship with their children directly and indirectly in different activities throughout the year. As participants in NFC, fathers and male caregivers will commit to activities which will include fitness activities, movie marathons, hike camp and/or rock climbing, amusement parks, community services projects, road trips, photo hunts, playing board games, bowling and concerts. These are some the activities in which they will participate. Overall SSFC will look for family centered, community engagement and leadership opportunities that will build on a father's and male caregiver's strengths that give the fathers and male caregivers the opportunity to play an active, positive role in the child's life.

**Case:** 15218

**Organization:** Southeastern Center for Contemporary Art (SECCA)

**Project:** SECCA Creative Jobs Internship Program

Inspired by the ARTIVA program that The Arts Council of Winston-Salem managed in partnership with the City of Winston-Salem and The Urban League in the late 1990's/early 2000's, SECCA is interested in reprising a similar program wherein talented high school students are given paid jobs in creative industries.

SECCA would serve as both the home-base for each cohort of students, as well as the administrator of this program, selecting students in partnership with the City of Winston-Salem and The Arts Council, paying them for their part-time jobs with participating creative employers, like architects, graphic designers, landscape designers, film and video producers, fashion designers, etc., and providing training and support for their creative careers as they move into higher education.

The funding that we are requesting would be used to support the administrator's salary and benefits, the students pay, and program expenses. One of the anticipated program expenses would be an arts event entirely planned and programmed by the cohort of students. We would like to offer them a modest budget to fund this event. We would also be investing in equipment for the students as needed. For example, to assist a photographer, students may need to have their own camera or laptop with editing software. SECCA would like to support them and the employer by making tools available to borrow.

**Case:** 15208

**Organization:** The Carter G. Woodson School

**Project:** Carter G. Woodson School Urban Farm Academy

The proposed Carter G. Woodson School (CGWS) Urban Farm Academy (UFA) designed for cohorts in grades K-8; and 9-12 encompasses programs, activities, and projects in which the garden is the foundation for integrated learning, in and across disciplines, through active, engaging, real-world experiences. The project will be implemented over a 1-year period with planning and design, and formative implementation being conducted during the project year. CGWS seeks to expand its community farm to provide an innovative hands-on experience and curriculum as part of an evolving agriculture and food sciences pathway/ to STEAM (Science, Technology, Engineering, Art, Math). Science and Math will be explored through plants/plant growth/composting, etymology/plants and insects, soil conservation and weatherization. The on-going vegetable Amaranths and Quinoa project with NC A & T State University (NCA&TSU) through its pest management (IPM) program will also involve the SUSTAINABLE LAND & FOOD SYSTEMS AND ENVIRONMENTAL STUDIES) program. NCA&TSU faculty will give lectures and demonstrations, farm visits on crop protection and new garden and raised bed techniques, and high tunnel production. NCA&TSU also has a student-run farm which will serve as a learning platform for our students.

Within the Urban Farm Academy, CGWS students will plan/design the garden and learn measuring, budgeting, and entrepreneurial skills. History and language arts lessons will also be enhanced. CGWS is involved in a Brownfield experience on its campus. Students will explore environmental justice through this lens.

Environmental justice "refers to any policy, practice, or directive that differentially affects or disadvantages individuals, groups, or communities because of their race or color. CGWS seeks to ensure a future community rooted in environmental citizenry by empowering our urban youth with the ability to engage in the inquiry of environmental justice. Studies\* show that students involved in their proposed type of "Edible Schoolyard Project" model reflect overall increases in grade point average as well as higher grades in math and science. Students will also demonstrate a greater understanding of garden cycles and overall ecological literacy and awareness. \*Studies- Walicjak, T.M., P.Logan, and J.M. Jajicek, "Exploring impact of outdoor activities on children using a qualitative test data analysis system"; HortTechnology 13, No. 4. (2003), 684-68;

Walicjak, T.M., J.C. Braldehy, and J.M. Jajicek, "The effect of school gardens on children's interpersonal relationships and attitudes towards school", HortTechnology 11, No.3 (2001), 446-468.

History and language arts lessons will also be enhanced from the garden. CGWS is involved in a Brownfield experience on its campus. Students will explore environmental justice through this lens. Environmental justice "refers to any policy, practice, or directive that differentially affects or disadvantages individuals, groups, or communities because of their race or color. CGWS seeks to ensure a future community rooted in environmental citizenry by empowering our urban youth with the ability to engage in the inquiry of environmental justice. Studies show that students involved in this proposed type of "Edible Schoolyard Project" reflect overall increases in grade point average as well as higher grades in math and science. Students will also demonstrate a greater understanding of garden cycles and overall ecological literacy. Students and staff will conduct site visits to identified area urban farms.

All environmental issues have a social equity component which tend to be interdisciplinary and reflective of changing environmental and social conditions. CGWS maintains a normative goal of helping students and staff rethink environmental problem-solving in a way that incorporates social justice.

The proposed project will: 1) form an Urban Farm Academy Committee (UFAC) comprised of key CGWS-based staff and board members, lead project associates such as NC A & T state Univ., community-based urban farm organizations, community residents, CGWS parents, and student representatives composed to explore/develop clear plans and objectives for the development of the UFA – both in the architectural design of the farm and its educational/curriculum programming; 2) develop/implement a grades 6-8 and 9-12 urban farming project-based learning curriculum for students; 3) conduct a professional development/training model for grades 6-8 teachers; and expand the provision of farm equipment/supplies and classroom materials/supplies. Youth learning gardens are a powerful place to cultivate the skills and mindset of science and permaculture (looking at plants and animals as a system rather than individual entities).

Student/instructional staff activities will include both in-class, on the farm, and WSFC area urban farm, and university site visits/presentations. Students/staff will engage in the upgraded architectural design process of the farm such as bedding, greenhouse placement, flower-lined walkways, birdhouses, mulching, re-cycling, pest management, and composting. UFA proposes the development & implementation of a model urban farm academy curriculum which will then be sustained by the school administration and board of directors - through the continuation of the Urban Farm Committee, the implementation of the urban farm career technical education curriculum - funding key staff (Project Manager, Farm Supervisor, Compliance Officer, Supplies and materials, and capital expenditures); and the procuring of extramural grant funding for enhanced sustainability.

**Case:** 15068

**Organization:** The Centers for Exceptional Children

**Project:** Hallways of Hope Building Project

On August 20, 2021, the first report of isolated, visible mold at The Children's Center was reported on physical therapy equipment in a hallway. The management team and Board of Directors at The Centers for Exceptional Children (CFEC) and Winston-Salem / Forsyth County Schools (WS/FCS) immediately began exploring the situation and understanding the appropriate next steps. With the health and safety of medically fragile children under the age of twelve, and the hard-working employees in the building, it was critical to take corrective actions in an immediate manner.

Abatemasters was brought in to clean the equipment. On August 25, visible mold was identified in a classroom. Trinity Environmental was contracted to perform air monitoring and clearance testing on August 25, August 30 and September 2 in select classrooms. A portable dehumidifier was placed in select rooms to aid in reducing humidity levels. On September 2, air clearance was passed by Trinity Environmental in select rooms. On September 14, visual inspection of the HVAC diffusers showed high humidity. On September 18, Abatemasters performed on-site air sampling throughout the building

and gathered an outside control sample. Samples were sent to the EMSL lab to be analyzed and results returned and showed as compared with outside air, elevated levels of Aspergillus/Penicillium in select areas of the facility. On September 19, the decision was made to relocate children and staff to an alternate location and begin immediate remediation to address the elevated levels of Aspergillus/Penicillium in the facility. CFEC and WS/FCS operated at a temporary location for six weeks while remediation occurred at The Children's Center.

Remediation includes both the identification and correction of the conditions that permit mold growth, as well as the steps to safely and effectively remove mold damaged materials. The remediation plan included steps to permanently correct the elevated humidity problem and also steps to carefully contain and remove moldy building materials in a manner that will prevent further contamination. From September to October 2021, Abatemaster completed three stages of remediation at The Children's Center: (1) Remediation of mold/cleaning of contents, (2) Protecting remaining contents and removal of ceiling tile, and (3) Final cleaning of all rooms and installation of new ceiling tile.

The Remediation of Mold/Cleaning of Contents included setting up a cleaning station under the front portico of the building and providing labor and cleaning supplies of all contents to be relocated to a temporary location for the school. All work was performed in a negative air environment with High-Efficiency Particulate Absorbing (HEPA) rated air scrubbers inside the cleaning station. Items were HEPA vacuumed, wet wiped, and boxed up to load onto trucks to go to the temporary school locations during the abatement process.

The protection of remaining contents and removal of ceiling tile included moving remaining contents of the building to the sides of the rooms and covering these remaining contents with plastic. Abatemaster then removed all ceiling tiles under negative air pressure throughout the building from all rooms to enable the duct cleaning company to perform services. Negative air pressure machines were placed from room to room during the duct cleaning process.

The final cleaning of all rooms and installation of new ceiling tile included cleaning all remaining contents in each room and installing 500 cases of new ceiling tile throughout the building. All work was performed under a negative air pressure containment.

Faulkner Flooring then provided new carpeting, wall base, thresholds, and vinyl tile. The abatement process could not properly clean the carpeting in the administrative office areas, conference rooms, five classrooms, nurse's office, hallway ramps, media center, and large multipurpose room. Thus, it needed to be replaced with new carpeting or vinyl tile. New carpeting and vinyl tile was installed where needed.

Stanley Steamer's work included the cleaning of ductwork associated with six Rooftop Units (RTUs) including treatment of systems with Vital Oxide (EPA-registered hospital disinfectant). This work involved the removal and disposal of particulates from the HVAC supply and return systems as well as the exhaust systems. Stanley Steamer utilized aggressive agitation tools, compressed air and negative pressure, all passing through to their Caddy Vac trucks. Each system or zone was put under negative pressure independently by connecting the vacuum line from the truck to the duct work. They mechanically cleaned all main trunk lines and branch duct runs. All lined ductwork and flexible ductwork was cleaned with compressed air, non-aggressive agitation devices along with contact vacuuming. The cleaning also included the wiping down and cleaning of all registers and diffusers.

In addition, Stanley Steamer cleaned the RTUs internally addressing the coils and blowers, HEPA vac internal components, and treated with vital oxide. The cleaning and disinfecting service included the combination of Vital Oxide applied to all areas and surfaces with an electrostatic sprayer, in this case within the air ducts as an antimicrobial agent/disinfectant/deodorizer. The electrostatic charge during the spraying process breaks down the spray droplet size while evenly and thoroughly coating target surfaces without damage to materials. Stanley Steamer also encapsulated trunk lines as needed upon visual inspection and replaced flex lines as needed.

After this work was completed in October 2021, both CFEC and Winston-Salem/Forsyth County Schools were able to resume classes and programming at The Children's Center in November 2021. In order to cover the expenses, CFEC had



to utilize about \$105,000 of operating reserves and \$238,000 of cash reserves for a total expense of about \$343,000. This had a significant impact on CFEC's financial health, as prior to the project CFEC had about 11 months of cash on hand and following the project costs CFEC now has about 5.5 months of cash on hand.

As a final step, beginning in June 2022 Brady Services will provide the necessary replacement of the HVAC controls to prevent reoccurrence of elevated humidity levels. This upgraded web-based system will enable us to catch any issues in real time and take immediate action steps to address any issues, thus producing the best air quality possible moving forward. The work includes adding the Java Application Control Engine (JACE) system, providing a Building Automation and Control Network (BACnet) and installing a new Variable Air Volume (VAV) system. Prior to this replacement and following the completion of the replacement, a Testing, Adjusting and Balancing (TAB) test will be completed by Phoenix Agency of North Carolina. The TAB tests are completed to ensure that the air and water in the HVAC system is being delivered efficiently, quietly and safely throughout the building.

**Case:** 15112

**Organization:** The Little Theatre of Winston-Salem

**Project:** General Operations

The Little Theatre of Winston-Salem's mission is to entertain, engage, and enrich our community by offering diverse opportunities to create and experience the value and impact of live theatre. We are committed to making theatre that engages, inspires and unifies communities. We pay local professional and semi-professional artists to direct, design and manage our six main stage productions a year. While our education department pays an average of 9 teachers a year to educate and engage students of all ages. Throughout our 88 years in operation we have generated nearly \$10million in ticket sales throughout our years of operations.

On average we bring 9,000 people to the down town area. The North Carolina Arts Council has found that ticket buyers spend an additional \$23.50 per person when attending an event. This is seen at the local restaurants and bars before and after the shows.

These grant funds would be used to further this mission by providing additional funds to better pay these individuals and thus increase the basic income of performing arts professionals in the Winston-Salem area. These jobs both enrich the patrons and students who attend the performances and classes as well as contributing to the economic welfare of the city.

**Case:** 15060

**Organization:** The Salvation Army of Greater Winston Salem

**Project:** Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club

The future is uncertain for many of the youth of Winston Salem. They face increased risks of gang violence in their schools and neighborhoods and a competitive job market when they leave school. In addition, businesses are reimagining how they work and serve their customers. Our Teen Center project will help us prepare young people to meet the workforce challenges of tomorrow and provide the needed safe spaces and positive mentorships to level the playing field and help them stay on the right path in the midst of change. The Salvation Army Boys & Girls Club has 82 years of experience providing caring support and mentorships to teens, making us ideally suited to lead this effort.

The Salvation Army seeks to create a dedicated teen center within our existing facility located at 2100 Reynolds Park Rd. in Winston-Salem. The Teen Center will provide staff and volunteer mentors and activities that will help teens develop essential skills like creativity, communication, and critical thinking. Our Boys & Girls Club Workforce Readiness

(Development) program will spark interests in careers related to STEM (Science, Technology, Engineering and Math), business, the arts, and more. We plan to include a youth mental health issues educational program in partnership with The Mental Health Association in Forsyth County.

Renderings of a proposed interior design and budget are included in the Letter of Support upload documents. The Teen Center design will be innovative and engaging with bold colors, designated areas for activities, and a teen café. There will be colorful paint, interesting lighting, large rugs and functional, comfortable furniture that is movable. We currently have a large inventory of tables and metal chairs for large activities and educational curriculum and events. We have been reviewing all the needed materials and know the cost of furniture, paint, etc. to make our final decisions. Those costs are included in our budget.

We have included photos of two current teen centers to help you visualize the potential for creating an engaging space. Also, included in this application is our current facility floor plan and our new floor plan with the renovation of space to create a Teen Center. We plan to convert two classrooms into a teen café that includes a small kitchen area, refrigerator, sink, appliances (microwave, air fryer) and high top seating with a charging station. Teens will be able to prepare their own snacks, which creates that independence they are seeking, and we will re-locate our current cooking classes to that area. On the other side of the building, we will convert two classes into an activities area and open a doorway and glass storefront (glass windows with aluminum support) into a wall that currently separates our existing game room. The new teen space will accommodate multiple activity areas for education, gaming, art, exercise, and fun areas for socializing. Rugs, furniture and/or equipment will define these activity spaces.

All of the teen space will have new glass/aluminum storefronts creating visibility into all areas for staff. In addition, we will add two storefronts to both hallways that lead to the remainder of the current facility. This will allow us to restrict access to unauthorized areas during teen only hours. We want the teens to be safe and deter any temptation to leave the supervised area and engage in behaviors the club does not condone or promote. This additional safety measure did create a challenge with restrooms since we only have single use bathrooms in the proposed teen space. We propose using ARPA funds to expand those current restrooms in the dedicated space to handle the expansion of teens served.

Our facility already has a gymnasium for physical activities and educational programs. We plan to serve 100 teen club members, with most attending evenings and weekends and full capacity during the summer. Some teens will attend for all programming (after-school, extended teen hours and summer) and some may choose one or more of those options, which allows for more than 100 unique individuals to enjoy the program. In addition, we will offer opportunities for other teens to drop in and try the program and to participate in collaborative community events (educational training, sports tournaments, job fairs, etc.).

The teen center will have extended hours into the late evening and on weekends to give teens safe alternatives. Our teen center will create a community of teens with shared values like respect, education, and healthy lifestyles. The program will provide high quality resources to teens ages 13 through 18 who need the most help due to income disparities. Teens will be empowered to explore volunteerism, extra curricular activities, and certifications in their communities. They will access financial literacy programs, internships, and local jobs. Our partnership with MHA (Mental Health Association in Forsyth County) will provide 12 educational programs annually, led by a licensed therapist focusing on youth mental health issues including:

1. Coping with stress in school
2. Coping with anger and frustration
3. Appropriate vs. inappropriate texting
4. Setting boundaries
5. Recognizing crisis in others and when to tell an adult, and more.

In addition, youth that are experiencing mental health challenges can be confidentially referred for short-term counseling for themselves and/or family free of charge.

Every year for the past 33 years, we have executed a 14-week workforce readiness (development) program for all middle and high school club members to prepare for life beyond graduation, which could include two or four year college degrees, trade programs, military, or direct entry to the workforce. This expansion creates access for twice the amount of teens currently served.

An integral part of our programming is to continue collaborations with current organizations and seek new resources. We will collaborate with community partners:

1. Winston-Salem/Forsyth County Schools
2. City and County officials
3. Forsyth County Sheriff's office, Winston Salem Police Department and the Winston-Salem Fire Department
4. Community agencies offering similar or related services
5. Local recreation centers
6. Local Universities like WSSU, WFU, Forsyth Tech and Salem College
7. Community Churches
8. Mental health experts
9. Businesses like Taco Bell and Old Navy
10. United Way of Forsyth County

Newer resources will likely include:

1. Neighbors for Better Neighborhoods
2. Winston-Salem Black Chamber of Commerce
3. Gang Task Force
4. Young Leaders Organizations

We will rely on their expertise to offer teens resources that promote equity, accountability, teamwork, respect, and continuing learning and improvement. New programs will include internships and part-time employment for teen members. We are in conversations with Forsyth Tech for internships and technical school opportunities post high school, and they have included a letter of support of our plan.

We are fortunate to have many Salvation Army Advisors including:

1. Advisory Board
2. Boys & Girls Club Advisory Council
3. Boys & Girls Clubs of America
4. Salvation Army Boys & Girls Clubs in North and South Carolina

A critical component to our success is our regular meetings and interactions with our teen club members and their parents/guardians, gaining valuable input into all aspects of programming. In preparing for this application, our teens completed a survey capturing their thoughts on a teen center. See examples in the Letter of Support upload.

Our goal will always be to provide innovative programming for teens to promote the health, safety, wellbeing, and economic and social vitality for low-income teens. Our teen programming focuses on equitable education, workforce readiness and healthy lifestyles, including courses like Diplomas2Degrees, Digital Literacy, and Money Matters. Please see a complete listing of programming below.

Along with funding for the space for teens within our building, funds are requested to hire a program director and staff that specialize in teen centered programming to lead this effort. The additional staff will have skilled and experienced current club staff to support them. We are asking for two years of funding for staff and additional operational expenses to allow time to secure future resources.

We are actively seeking those funding resources and you will see a diverse set of supporters in the partner section. In good faith, we are providing letters of support from a variety of individuals, community leaders, and businesses who believe in the importance and need for this program. These friends have agreed to either support us financially on an

ongoing basis and/or help to raise funds from other sources. We are confident we will raise future funding to support this Teen Center.

American Rescue Plan funding can rescue a very vulnerable population in our community – teens. Rescue funds can create an incredible teen center where teens will want to be and support the initial staff that will mentor, inspire, and love our young people. The Salvation Army Boys & Girls Club is developing today's teens into tomorrow's leaders, innovators, and problem solvers, ready to not only meet challenges but also exceed all expectations. We ask the City of Winston-Salem to join us in this important work.

#### Teen Curriculum and Programming (Ages 13 – 18)

This is a list of programs available to our current teens that will benefit a larger teen population.

#### WORKFORCE READINESS (Development)

1. **KEYSTONE CLUBS** - Keystone is the Boys & Girls Club Movement's ultimate teen program for youth. This unique program provides leadership development opportunities for youth to participate in activities, both in and out of the Club, in three focus areas: academic success, career preparation and community service. With the guidance of an adult advisor, Keystone Clubs aim to influence teens, their Club, and local communities in a positive manner.
2. **DIPLOMAS2DEGREES** - Diplomas2Degrees (D2D), a college readiness program, provides a range of services to guide Club members as they work toward high school graduation and prepare for post-secondary education and career success.
3. **COMPUTER SCIENCE PATHWAY** - The Computer Science Pathway, a key component of Boys & Girls Clubs' Education & STEM programming, invites youth and teens on a journey from their first encounter with code to creative computing.
4. **DIGITAL LITERACY ESSENTIALS** - Digital Literacy Essentials are activities to help teens build digital skills. Club members of all ability levels learn to explore digital safety, digital privacy, digital presence, online communication, and retro gaming.
5. **YOUTH OF THE YEAR** - Youth of the Year is the Boys & Girls Clubs of America's premier recognition program. It is our goal to foster a new generation of leaders, fully prepared to live and lead in a diverse global and integrated world economy.
6. **VOLUNTEERING** - Studies show that young people who engage in service do better in school, maintain positive relationships with adults, and avoid risky behaviors. Our volunteer engagement program aims to engage our Boys & Girls Club youth in service projects each year, with each donating at least one hour of service.

#### FINANCIAL MANAGEMENT

7. **MONEY MATTERS** - Money Matters promotes financial responsibility and independence among teen Club members. Participants learn how to manage a checking account, create a budget, save and invest, start small businesses, and pay for college.

#### HEALTHY LIFESTYLES

8. **TRIPLE PLAY - HEALTHY HABITS** - Triple Play is a comprehensive health and wellness program. It strives to improve the overall health of Club members by increasing daily physical activity, teaching them about good nutrition, and helping them develop healthy relationships.
9. **SMART MOVES** - SMART Girls is a health, fitness, prevention/education, and self-esteem enhancement program for girls ages 13 to 18.
10. **PASSPORT TO MANHOOD** - Passport to Manhood teaches responsibility to boys ages 13 to 18 with sessions that focus on a specific aspect of character and manhood through highly interactive activities.

#### EQUITABLE EDUCATION

11. **POWER HOUR** - Power Hour: Making Minutes Count provides Club professionals with the strategies, activities, resources and information to create an engaging homework help and tutoring program that encourages Club members of every age to become self-directed learners. Club professionals work in collaboration with schools, school counselors, and parents to create successful plans to keep students on grade level.
12. **SUMMER BRAIN GAIN** - Summer Brain Gain is comprised of one-week modules with fun, themed activities for middle school and high school students that are aligned with common core anchor standards (educational

standards ensuring that students graduating from high school are prepared to enter credit-bearing courses at two or four-year college programs or to enter the workforce).

#### ANNUAL WORKFORCE READINESS (DEVELOPMENT)

This 14-week immersion program offered annually, is for all teens 13 – 18 to explore post high school options.

1. ORIENTATION: Overview of Program & Responsibilities w/Students and Parents
2. WHO AM I? Exploration/Completion of a Personal Assessment and Career Exploration Survey
3. DEVELOPING EFFECTIVE COMMUNICATION SKILLS: Overview & Role Playing of Active Listening, Communication Methods, Using Persuasion, Nonverbal Communication, Sharing Feedback, and Confidence.
4. UNDERSTANDING OUR MENTAL HEALTH: Exploring impacts to our emotional, psychological, and social well-being and tools to manage how we feel, think, act, cope with stress, interact with other people, and make decisions. (Part of our partnership with MHA).
5. CREATING A FINANCIAL BUDGET: Hands on Exercise on allocation of your income and expenses and the importance of planning, tracking, and saving.
6. WRITING AN EFFECTIVE RESUME: Creating an engaging portrayal of your strengths and skills highlighting you as the best candidate. Includes the importance of a cover letter and follow-up.
7. ENTREPRENEURSHIP - OWNING YOUR BUSINESS: Finding your passion and pursuing it as a career (starting in your home or renting/purchasing space, potential expenses, requirements, and overcoming fear).
8. APPLICATIONS AND INTERVIEW SKILLS: Plan, Prepare, Execute and Follow-up. How to discuss your application. Practice interviews by a panel of professionals that share feedback at conclusion.
9. DRESS FOR SUCCESS: Gaining Respect through First Impressions, Displaying Confidence and Beating the Competition
10. GET PHYSICAL: Developing physical habits for life that build strong bones, muscles, control your weight, reduce symptoms of anxiety and depression, and reduce the risk of developing health conditions.
11. EXPLORING ALL OPTIONS POST-HIGH SCHOOL: Investigating the options of college, technical school, military service, and direct to work force.
12. LOCAL BUSINESS TOURS: Visits scheduled with corporations, non-profits and other businesses to explore future opportunities.
13. ETIQUETTE SKILLS: Dressing appropriately to attend a business or dinner party. Review and practice good basic table manners, networking skills and professional conversations.
14. GRADUATION CEREMONY: Celebration with family members to receive their certificate and practice public speaking with a short speech on lessons learned.

**Case:** 15081

**Organization:** THE WELLS CENTER INC FOR WOMEN IN TRANSITION

**Project:** CATCH (Changing Attitudes To Change Habits)

THE WELLS CENTER, INC., proposing a program project extension to its already existing program services. To increase its level of service for women exposed to the criminal justice system. Therefore, to make available and provide a two-fold integrated approach program, CATCH, (Changing Attitudes To Change Habits), a gender-specific evidenced-based program. To first meet the treatment, health, and behavioral needs; secondly, providing economic and social development training and support, with a goal to minimize poverty, improve health, promote equitable economic growth, and ensure appropriate education and training for women exposed to the criminal justice system. An underserved and poverty-stricken population in Winston-Salem, NC.

THE WELLS CENTER is requesting funds to support its mission and purpose. Such granted funds will be used for the purpose of providing economic mobility and social development training and support to reduce poverty; to empower an underserved and poverty-stricken population of women, in Winston-Salem, with criminal background; to assist with living

healthier and productive lives and to promote and achieve equitable economic growth; and to ensure training and education in the area of entrepreneurship.

Usage of Funds break-down:

Personnel/Staff Expenses:

1. Hire full-time, Executive Director
2. Hire full-time Program Director
3. Hire 2-part-time Case Managers
4. Hire full-time office Assistant

Program Services Expenses:

1. Training and Education Tuition
2. Operating expenses
3. Training materials and tools

**Case:** 15121

**Organization:** Trellis Supportive Care

**Project:** LPN Tuition Program

Trellis Supportive Care is requesting funding to support four Certified Nursing Assistants (CNAs) in pursuing a Licensed Practical Nurse (LPN) certificate through Forsyth Technical Community College. Funds will be used to pay tuition and fees for the 3-semester program. Funds will also cover up to 8 hours per week of clinical work missed to attend required courses for the program and/or necessary childcare so that CNAs can attend required courses outside of their working hours.

**Case:** 15211

**Organization:** Triad Cultural Arts, Inc.

**Project:** African American Heritage Collective

Triad Cultural Arts (TCA) evolved out of the Triad Juneteenth Committee which was formed in 2005 to commemorate the ending of slavery in the US. In 2007 the organization was incorporated as a nonprofit after the realization that an organization was needed to lead and bring recognition to African American heritage and culture. Our goal is to present culturally immersive experiences arts programming that contributes to culturally conscience community and work to preserve historical African American landscapes.

Since 2005 TCA has planned and hosted Forsyth County's African American cultural festivals, Juneteenth & Kwanzaa. The Juneteenth Festival brings together people from diverse community groups and backgrounds for a day of arts, entertainment, and education. The festival has five integral components: Performances, Art/Crafts, Historical Memory, Health/Community, and Marketplace. It is a platform for minority entrepreneurs, local Black writers, and visual artists; a performance venue for local artists, and an outlet for community service organizations to engage with their current patrons and reach new audiences. TCA spearheads the City-wide Kwanzaa Celebration, convening 10+ organizations to plan and implement a seven-day celebration in various venues throughout the city which include African drumming, music, inspirational messages, panel discussions and youth activities. The goal is to affirm and build the African American community.

In 2017, in partnership with the National Black Theatre Festival, TCA developed and initiated full service cultural heritage tours and virtual cultural heritage tours during the pandemic. The tours feature touchstones of the Black experience and some of the city's most treasured historic gems. Our organization has become the authority on local black history and culture which has prompted White church groups such as Knollwood Baptist Church and organizations such as Leadership

Winston-Salem (W-S) to schedule tours relating to the effects of racial discrimination in our city. Additionally, we have conducted Black History presentations to local corporations such as Ralph Lauren, Inmar and presented at conferences, such as the Black Communities Conference and the Old Salem Landscape Conference. TCA researched and curated a Black History Month Pop-up Museum which attracted approximately 7,000 visitors and received a grant from the North Carolina Humanities Council (NCHC) to present Phase II in 2021 which was exhibited in partnership with the W-S/Forsyth County Arts Council. We have received an additional grant from the NCHC to hire a preservation coordinator for the restoration exploration of two architecturally significant properties, currently owned by the City of Winston-Salem.

In 2020, TCA began developing a relationship with the W-S/Forsyth County Schools (WSFC) to support the African American Infusion curriculum by providing a viable resource for extended learning.

We presented Rise Us Too, a cultural literacy program for third graders to increase reading skills and conducted a training session with teachers to include local history into their curriculum. Last year we conducted a cultural heritage tour for the Superintendent and her management team. In partnership with the WSFCS and the United Negro College Fund, a new addition to the Juneteenth celebration is the creation of the Queen Juneteenth Scholarship Pageant that awards a four-year scholarship totaling \$20,000.

The project we are requesting funding for is the African American Heritage Collective (AAHC) which combines the work of Triad Cultural Arts with a focus on culturally immersive tours. Through AAHC, we will leverage Winston-Salem's distinctive buildings, landscapes, and material culture to take us to the next level in the field of heritage tourism. Local cultural sites, curated in a cohesive narrative, have a unique and powerful value proposition to establish our city as an authoritative Black cultural destination. We will expand our cultural heritage tours which will serve as an economic vitality vehicle to stimulate local tourism, job creation and as a catalyst to ignite respect and appreciation for diversity.

The AAHC tours will take you off the beaten path to view touchstones of the Black experience. A variety of tours are offered to include full-service and step on riding tours, walking tours, student tours, destination tours and virtual tours.

- Transportation and a tour guide are provided for full-service tours. For Step-on tours, the client provides the transportation and TCA provides a tour guide. These tours features are some of the city's most treasured historic gems including art galleries, historic neighborhoods, educational institutions, churches and more. Regional tours are also be offered to sites such as the Civil Rights Museum in Greensboro, Charlotte Hawkins Brown Museum in Burlington and more.
- Walking tours include a walk-through Innovation Quarter, home of the former R.J. Reynolds Tobacco industry and the Black business district and the downtown area, viewing architecture, art, and sites of historical significance.
- Destination tours include one stop trips to special events that are happening in the region, such as musical performances, art exhibitions, lectures and urban interests.
- Student tours are designed to illuminate the curriculum requirements and to support the African American Infusion program of the Winston-Salem Forsyth County Schools.
- Virtual 360 tours are interactive and offers dynamic access to art and historic sites. It includes accompanying videos and can be self-guided or led by a narrator.

Funds will be used to:

- Hire a tour operator to develop thematic tour itineraries, create partnerships with stakeholders such transport, accommodation, and venues, amenities, promotions, and to oversee the budget and finances.
- Recruit tour guides and provide training to include research, narrative development, and speech delivery.
- Cover fees to take students from Title 1 schools on tours.
- Develop marketing tools to include, brochures, social media, mail, and website.

**Case:** 15084

**Organization:** Triad Restorative Justice

**Project:** Navigator Mentorship Program

The Navigator Mentorship (NM) program is a Youth Navigator program which pairs mentor volunteers with at-risk youth mentees in the community. The idea for this program evolved from Triad Restorative Justice's (TRJ) experience working with at-risk youth who need additional support beyond what we currently offer and what is being provided at home, in school or elsewhere.

Specifically, the two TRJ programs from which mentees will come are our Impact Circles and RESTART programs. Impact Circles is a juvenile justice diversion program in which offenders take responsibility for the harms done (crime) by completing a reparations agreement determined by those impacted in collaboration with other supportive community volunteer circle members (elders). As youth worked towards completing reparation agreements, TRJ staff observed challenges many faced in this process. Agreements can regularly include signing up for job or skills training, applying for a job, or connecting to another program/agency. Youth often do not have the means and/or skills to complete these tasks and need assistance.

RESTART is modeled on the 10-week evidence-based Aggression Replacement Training (ART) program (listed as a best practice for reducing youth gang involvement in the 2021 Forsyth County Comprehensive Gang Assessment). RESTART combines restorative practices before and after the 10-week ART curriculum which addresses social skills, anger management and moral education/reasoning. TRJ Staff has also recognized that many youth in this program need more targeted supports to help reinforce the curricula learned and to assist with other pressing needs occurring outside the classroom.

As TRJ observed this situation, we attempted to obtain mentors from other local agencies. These agencies either have long waiting lists, don't work with older and/or older at-risk youth or just did not call us back. At that point, TRJ decided to establish this much needed program. We know how important it is. Research has proven time and again the immense positive impact a supportive adult relationship can have on the trajectory of a troubled youth's life. We researched and found a promising evidence-based "developmental relationships" mentor model provided by Search Institute. Our mentoring approach is both developmental and instrumental as demonstrated by the title of the program – Navigator Mentorship.

We include both Navigator and Mentorship in the name because both encompass our primary aims. The navigator is the more instrumental or practical aspect of the program, i.e., case management. This aspect more directly addresses "disconnected youth" - those that are not engaged in school, work or training - by assisting with things like helping youth find a job, applying for college, roleplaying interviewing skills, and getting a driver's license. The mentorship aspect centralizes the relationship between mentor and mentee. It is our goal to connect youth to available programs, community resources and individuals while at the same time providing an intentional developmental relationship approach.

This developmental relationship approach is taken from the Search Institute's work around creating relationships proven to help youth thrive. For our purposes, this approach begins with the mentee completing a pre-NM program strengths assessment questionnaire. The results of this questionnaire culminate in a unique report (a Developmental Assets Profile) each youth and mentor will receive. The mentor and mentee use this profile as a tool to focus their attention on specific strengths to prioritize in their interactions.

TRJ trains mentors in this developmental approach (which is easier than it may sound). It is about being intentional in interactions with mentees. The model we use identifies five elements of a developmental relationship. Each element below is followed by an expression of the element from the perspective of a mentee:

- express care (show me that I matter to you)
- challenge growth (push me to keep get better)



- provide support (help me complete tasks and achieve goals)
- share power (treat me with respect and give me a say)
- expand possibilities (connect me with people and places that broaden my world)

TRJ uses Search Institute's materials to provide training which describes in detail each element and provides very specific and simple suggestions to practically apply each element.

TRJ currently has mentees in the Impact Circles and RESTART programs ready to go once mentors are screened and trained. Upon completion of these programs, and after parents have given permission to participate, mentees will be enrolled in the 6-month Navigator Mentorship program. At a minimum, mentors are expected to check-in with mentees weekly and participate in monthly outings.

TRJ requests funding to cover the salary of the Navigator Mentorship Volunteer Coordinator (VC) for 3 years. VC job description includes:

- recruit volunteer mentors (via resource fairs, social media, etc.)
- train mentors
- conduct mentor background checks
- match mentors with mentees
- create/distribute newsletters and other communications for mentors to provide them with helpful ideas and tips and listings of current local activities to do
- coordinate occasional group activities
- provide general all-around mentor resource/support
- manage data/reporting aspect of the program
- manage 6-month post-program follow-up/evaluation

Funding is also requested to cover 5% of the director's salary to provide supervision to the program, oversight of the evaluation component and assistance with the recruitment and screening of volunteers.

Other funding requested applies to the supplies and other expenses needed to support the program. Funding for supplies and activities will help provide resources for mentors and mentees to participate in community activities together (such as museum visits or sporting events), to have activities available at our location for them to do together (game, crafts, etc.), and to provide food for group events and volunteer trainings.

We already have a van to help provide transportation for youth who need the service for intakes, meetings or group outings. The funds for this budget would cover the costs of gas and a percentage of the maintenance and upkeep for the vehicle.

Additional funds are budgeted to cover the costs of criminal background checks for screening the volunteers, and costs to administer the Developmental Assets Profile survey developed by the Search Institute which will be used to guide the direction of the mentor/mentee relationship, and will also be used for evaluation.

Funds for training will be used to make sure our staff and volunteers are fully equipped with the skills and support needed for high quality work.

Expenses for office supplies, insurance, rent and utilities will cover approx 10% of their overall costs.

**Case:** 15151

**Organization:** Triangle Residential Options for Substance Abusers, Inc. (TROSA)

**Project:** TROSA-Triad Campus Phase II Development

TROSA serves individuals with chronic substance use disorders who enter the program under a variety of circumstances. Last fiscal year, nearly half of our residents were unemployed before coming to TROSA, and 46% were homeless. 87% of residents had been incarcerated, and 65% had a felony record. 86% did not have health insurance, and many had a dual diagnosis of mental illness and substance use disorder. Some TROSA residents do not read or write, and 24% did not have a high school diploma/GED. Our residents come from diverse backgrounds, but they all turn to TROSA to overcome the debilitating disease of addiction and to change their lives.

For 27 years, TROSA has positively impacted thousands of lives and filled a critical service gap in the region by providing services at no charge. As a multi-year residential program, TROSA helps individuals with substance use disorders become productive, recovering individuals by providing comprehensive treatment, counseling, vocational training, leadership training, education, and continuing care. We provide these services at no cost to an average of over 400 residents daily.

TROSA requests grant funding to support our expansion to Winston-Salem, North Carolina. The Winston-Salem campus, "TROSA-Triad," will be modeled after the organization's successful and award-winning program in Durham. Once fully operational, TROSA-Triad will have a daily capacity of up to 200 residents. To reach full capacity, TROSA will need to renovate and build on the Winston-Salem property. TROSA has a long-term lease on a property, owned by Forsyth County, located at 1931 Union Cross Road. The City's funding would assist with the renovation of an existing dormitory, which will increase the total daily capacity at this campus and enhance the quality of life of the residents living there. The dormitory renovation will create a safe, comfortable, "at-home" feeling for our residents living on-site during the two-year program.

Housing is a critical component of TROSA's long-term residential program. Most of our residents do not have safe, stable housing prior to coming to TROSA. We want our residents to feel "at home" at TROSA, and we strive to provide housing that is comfortable, safe, attractive, secure, and fosters a sense of community. Having quality accommodations for our residents promotes longer stays in treatment, which results in an increased likelihood to maintain recovery and employment once no longer in the TROSA program.

The existing dormitory on the property requires thorough renovations and upgrades before it is fit for use. This building was constructed in the mid-1900s, and requires significant updates in order to be safe, functional, and inviting for our residents. Planned renovations include asbestos remediation, lead-based paint remediation, and a major overhaul of all living quarters, office space, community space, and restrooms (including adding more showers). Not only will these renovations and upgrades enhance the quality of life for TROSA's residents, but they will also add value to the property.

TROSA is currently working with architects, surveyors, and engineers, and has completed and phased development plan that will allow TROSA-Triad to grow to 200 residents over several years. TROSA broke ground on Phase I of construction in August 2021; which includes site work, construction of two congregate living buildings, and building a dining hall. Elements of Phase I will be completed in summer of 2022, and the campus will begin operations at that time. Initial service capacity will be 96 residents. Phase II construction and renovations will begin in summer of 2022, and will increase service capacity to 200 residents. Phase II includes the renovation of staff housing, renovation of resident housing (the focus of this grant request), construction of two additional congregate living buildings, a gymnasium, and a community building. We anticipate that Phase II will be complete by the end of 2024.

**Case:** 15219

**Organization:** Ujima CDC, Inc

**Project:** Emmanuel Retirement Village Phase 2

Project (Emmanuel Retirement Village) is currently a 42 unit residential housing retirement community located in City View Neighborhood of Winston Salem, NC. This will be Phase 2 of the project to provide 10 more housing units in the form of 5 residential duplexes.

**Case:** 15266

**Organization:** Union Community Development Corporation an affiliate of Union Baptist Church

**Project:** Community Dream Center and Life Enhancement Program

This program is to address the problem of crime, the challenges with early childhood education, and the need to develop jobs and economic means for the residents of the City of Winston-Salem. How relevant is this plan for such a time as this? It is our plan to build "The Community Dream Center," not for the "members" of Union Baptist Church only, but for the "community and the residents of Winston-Salem/Forsyth County." Hence, since we have a plan to address crime, gang initiatives, the educational gaps, workforce development, we believe these concerns are community matters, and if addressed properly by the church, this can make the community a much better place to live.

The fundamental purpose of the Dream Center is to enhance the quality of life for all citizens of the Winston-Salem/Forsyth County Community and Vicinity, while placing special emphasis on youth and young adults ages 0-30. Our objective is to serve the community through education, study, fellowship, recreation, and mentoring, while giving youth and young adults a place to feel safe, to learn, and to grow in this multi-purpose complex designed to meet the needs of the person and the community. Therefore, this center will provide non-profits, community organizations, churches, and leadership development forums a place to meet, train, and have programs that will enhance learning opportunities for not only youth and young adults, but the entire family unit.

1. To have an After-School Accelerated Learning Program- This program is designed to help the students to excel in the required areas of study, while accelerating their learning a grade level in advancement.
2. STEM will be our model of development. Science, Technology, Engineering, and Math will be our core teaching after-school learning models, and we will seek to partner with Winston-Salem State University, Wake Forest University, Salem College, and Forsyth Tech for tutorial support. While STEM will be our focus, there will be heavy emphasis on reading and comprehension.
3. After-School Life Skills and Family Development Classes
  - a. Financial Literacy- The "dfree" young money curriculum for inner-city youth.
  - b. Parenting Classes-Designed to inspire life skills like time management, conflict resolution, breaking cycles, developing communication skills, etc.
  - c. GED Programs for Parents and Students- Many parents desire to complete high school. This will be a start to obtaining a high school diploma.
  - d. The SAT Prep Classes- These classes will help students develop confidence with taking test and getting more familiar with the SAT and the ACT.
  - e. Technology to Connect with Parents Who May Be Incarcerated- Students may be able to connect with their parents who are incarcerated for pre-approved tele-visits. We believe that family relationships are important, and we want to serve as a conduit in this regard.
  - f. Sports and Arts Performance- While educational development will be the primary focus of the program, the grip of the program will be that every child will be encouraged to participate in a sporting activity or a performing arts component.
  - g. Job Skills and Personal Development Program - It is important that the Dream Center has a Job Skills Program to it. We want to open our doors to those who are willing to be trained for the workforce.

Training will include pre-job training (what to expect when working in a workplace,) and job-role training sessions. (For an example, have partnerships with Goodwill Industries, Urban League, Experiment in Self-Reliance. Invite other partners for workshop trainings like: Flow Motors, City of Winston-Salem, Hanesbrands, Novant Health, Atrium Wake Forest Baptist, Senior Services, Cooperative Extension, Forsyth Tech, Local Barbers, Brick Masons, Contractors, Electricians, etc.) Furthermore, training will include in-classroom life and real-world skills.

- h. Medical Facility and Dental Care - It is desirable that the Dream Center is a place where local community people can come throughout the day for non-emergency medical care. It is our desire to partner with Atrium Wake Forest Baptist and Novant Health to staff the medical facility to assist with regular checkups, which are necessary for life sustaining factors.
- i. Food and Clothing Bank - This operation is presently in effect. Every Thursday at Union Baptist Church old location, we served over 8,000 persons in 2020. We have partnered with the Second Harvest Food Bank. However, better facilities are in dire need. It is our desire that no child (k-12) ever leaves the Dream Center hungry. Food will always be available in an area of the Dream Center. This will be a great partnership with Second Harvest Food Bank and the Dream Center.
- j. Anti-Gang Event - Corner to Corner Prevention Program - (reference <https://www.great-online.org/Home/About/What-Is-GREAT>) It is desirable that this center will have sessions primarily with elementary and middle school students to teach them before delinquent behavior and before prime ages of being introduced into gangs. Additional training will be done for high school teens.

**Case: 15235**

**Organization:** United Health Centers

**Project:** Open New Facility to Provide Access to Healthcare That Will Lead To Economic Stability for Underserved Residents Living in Marginalized Neighborhoods

United Health Centers (UHC) proposes to use the requested ARPA funds to build a new facility that will provide access to high-quality, culturally competent healthcare services, aimed to positively impact the physical and economic viability of underserved residents living in the areas surrounding the Northwest Boulevard and Liberty Street neighborhoods.

The wealth gap in the US (and around the world) is intrinsically linked to access to healthcare, which often eludes many in Black, Indigenous, People Of Color (BIPOC) communities. UHC's proposed new location will provide access to care to thousands of underserved residents living in the 27105 zip code, affording them medical resources that will lead to economic opportunities to improve their lives. When people are healthy they are able to work, learn, and live more productive lives, which in turn creates a more robust economy. UHC's new facility will provide this opportunity by building a two-level, 20,000 sq. ft., state-of-the-art "green building", constructed from sustainable materials that will offer access to medical, dental, and behavioral health services, as well as provide meeting and business incubator space to local organizations and safety-net providers. Our project will also provide an instant economic boost to the community by creating jobs for local residents during the building phase, and hiring employees from the area once the facility opens.

**Case: 15222**

**Organization:** United Way of Forsyth County

**Project:** Partnership for Prosperity

The Partnership for Prosperity, also known as P4P or The Partnership, emerged as an initiative recommended by the Winston-Salem Poverty Thought Force in February 2017. Tasked with coordinating the fight against poverty, raising public awareness, and advocating for local- and state-level policy change, P4P works to empower people living in low-resource neighborhoods by connecting them to local organizations that can reduce or eliminate barriers, and by maximizing

opportunities to access resources to enhance their lives. Unlike the traditional approach to community development, which is often top-down and problem-based, P4P's asset-based approach is a collaborative process between community members and professionals, allowing them to work together to determine outcomes that draw on residents' strengths and assets.

The Poverty Thought Force's (now The Partnership for Prosperity [P4P]) initial efforts proceeded from a basic commitment: that poverty-alleviation ideas and strategies would arise primarily from extended conversation and consultation with community members. No shortage exists across the U.S. and globe of anti-poverty programs, policies, ideas, pilots, workshops, and the like. Yet poverty stubbornly persists, across the U.S. and worldwide, including in North Carolina and particularly in Winston-Salem. Evidence suggests that local solutions, generated and/or reviewed by a community's residents, are the likeliest route to improvement; the best anti-poverty research reaffirms the value of understanding and addressing poverty in a specific time and place. Early in our poverty conversations we identified five major areas of concentration, listed alphabetically below:

- Education
  - Health
  - Housing/Homelessness
  - Hunger/Food Insecurity
  - Jobs/Workforce Development
- (Poverty Thought Force Final Report, Feb, 13, 2017)

This commitment has shaped the strategic direction of P4P for the coming years. Through a focused approach at ending poverty P4P is addressing social justice/equity issues that will help in the reduction of poverty through a collaborative place-based approach. This place-based strategy to reducing poverty will allow us to work collaboratively with neighborhoods utilizing the assets that already exist there to strengthen the physical, social, structural and economic conditions of the community that affect the well-being of the children, families and individuals who live there. It also allows us to work collaboratively with service providers, helping to "connect the dots" to the 5 social determinants of health (5SDoH) (listed above) that determine how residents live, work, play, age and worship. This collaborative approach allows P4P to fulfill its revised mission and vision:

Mission: To engage people with lived experiences in creating solutions that reduce poverty.

Vision: A world where childhood poverty ceases to exist.

In July 2021, P4P launched a pilot collaborative place-based approach. This bottom-up approach permits collaborators to work with neighborhoods, neighborhood leaders and service providers to specifically address the difficulties impoverished communities have in meeting the needs of their residents which, in turn, makes it difficult to sustain a healthy thriving community, thereby perpetuating place-based poverty. This place-based strategy for reducing poverty will allow us to work collaboratively with neighborhoods utilizing the assets that already exists to strengthen the physical, social, structural, and economic conditions of the community that affect the well-being of the children, families and individuals who live there. It also allows us to work collaboratively with service providers, helping to connect the dots to the 5 social determinants of health (5SDoH), mentioned above.

"Moving Families Forward" is a place-based resident-led initiative that P4P is currently collaborating with the Castle Heights neighborhood association and residents. This initiative implements a two-generation approach that creates opportunities for families by simultaneously equipping parents and kids with the tools they need to thrive while removing the obstacles in their way. This collaborative place-based approach is addressing family poverty focusing on meeting the basic needs of low-income parents and their children by creating a web of support that nurtures the child academically, emotionally, physically and socially, thereby combatting intergenerational poverty.

This collaborative place-based strategy incorporates the use of Study Circles and Advocacy Skills Training. A drilled down, concentrated approach of resource application and data analysis has never been done in our community. City grant funds will engage residents in a new way where they can see their ideas and recommendations unfold, acted-upon, and impact

their neighborhood. This resident-led bottoms-up approach creates a framework for decision-making and problem-solving with the resident participants. In study circles, residents will have an opportunity to review the project outcomes and ensure that realistic expectations are established. Where special considerations need to be made, this process will provide for that by giving resident participants a voice that will allow them to gain stronger commitments and elicit more feedback. The purpose of the project is clearly stated to the resident participants and communicated to the collaborating teams; measuring and tracking progress and collaborating about strategic alignment is part of every step. Some of the ideas and recommendations that have emerged from the pilot program's study circle on housing have included: construction skills training for youth and women, purchasing a vacant or abandoned house for construction skills training, moving renters to homeownership, and housing rehab for the neighborhood that engages construction skills training participants.

As we analyze the project data and look at lessons learned in the pilot project, ARPA grant funds will allow us to sustain and scale up our place-based approach to healthy neighborhoods by transferring it from a pilot program to a local, city-wide program by building on our successes. The pilot initiative in Castle Heights is allowing us to assess whether this bottoms-up approach gives us the desired outcomes we seek so that we can begin implementing efforts on a larger scale. As we expand, we will promote collaboration across neighborhoods, share successful best-practices and measurements and seek short-term and long-term funding for sustainable solutions and longer-term results.

The City grant funds will specifically be used to expand the "Moving Families Forward" initiative to five (5) additional neighborhoods, engaging residents around the five social determinants of health - the issues that they are faced with daily. The goals that promote this engagement are as follows:

- Goal 1: Promote collaboration among the residents and institutional sectors currently involved in place-based efforts in the neighborhood.
- Goal 2: Use evidence-based Study Circles to create an environment that allows neighborhood residents to make decisions and develop local solutions to poverty and inequality that help determine their future.
- Goal 3: Use Study Circles as a mechanism that allows for continuous feedback from residents to service providers that help create an understanding of where gaps exist, and innovation can occur.
- Goal 4: Work with neighborhood leaders to ensure they are equipped with the necessary leadership skills to help them create the change they seek for their communities.
- Goal 5: Work collaboratively with resident leaders and organizations to create or review neighborhood asset maps and connect them to community resources.
- Goal 6: Help neighborhood leaders become aware of shared measurement and performance monitoring systems.
- Goal 7: Assist residents in determining strategic funding approaches for short-term resident-led initiatives and longer-term funding for sustainable solutions and technical assistance around how to blend various funding sources.

**Case:** 15274

**Organization:** United Way of Forsyth County

**Project:** Asset-Based Supportive Housing

Led by United Way of Forsyth County (UWFC), this project is a collaboration between UWFC, Neighbors for Better Neighborhoods (NBN), and City with Dwellings (CwD). The Asset-Based Supportive Housing project combines the power of individualized peer support, resident advocacy, and asset-based community development (ABCD) to improve individual economic stability, maintain affordable housing stock, and ultimately build the capacity of very-low-income neighborhoods to establish a self-directed path toward community-level economic stability.

The Asset-Based Supportive Housing partnership is seeking to embed resident peer support specialists in up to four communities located in Qualified Census Tracts and known for a high concentration of residents who are formerly homeless and/or who are disproportionately experiencing negative social determinates of health – particularly, low

economic stability. (Note: The goal of the project is to work simultaneously in 3-4 communities, however, the project can be scaled up or down based on available funding).

Peer support specialists will be identified from among current residents of the target communities - Northwoods Estates, Lakeside Villas, Eastgate Village, and LaDeara Crest – and will be trained to provide a unique combination of individualized connection to human services for high-need residents and broader training and leadership development for residents seeking to drive systems-level change.

This project is in part designed to bring stability and community connection to individuals exiting homelessness, a population that frequently suffers from isolation and faces challenges that compound that isolation such as substance abuse and untreated mental illness. These individuals are at a high risk for returning to homelessness if they remain disengaged from their new community and/or do not know how to access the services and treatments that are available to them. The resident peer support specialist will help these individuals along the path to stability by connecting them to their neighbors and ensuring they begin to build a sense of community, while also connecting them to UWFC's existing network of partners delivering wraparound supports to address their unique medical, mental health, substance abuse and financial needs.

This project also addresses additional challenges placing newly housed individuals at risk of returning to homelessness. The low and dwindling availability of affordable housing causes many of these individuals to return to communities that are economically distressed and plagued by systemic disparities. This environment of low economic stability often coincides with elevated substance abuse and mental health challenges among residents, making it less likely for formerly homeless individuals to permanently break the cycles that initially led to their homelessness. More broadly, these intrinsic inequities impact whole communities by creating environments that are not hospitable for individuals and families having access to the resources that could help them become more economically stable.

Peer support specialists will be trained to employ ABCD to drive leadership and engagement among residents, ultimately equipping them with the knowledge, skills, and agency necessary to bring about the changes they wish to see in their own communities. With UWFC as a lead partner, residents will benefit from our existing connections to community-based organizations and our ability to convene service providers to address the specific social service needs residents prioritize as part of the ABCD model. Amplifying these efforts, UWFC will also work with landlords as part of this project to establish agreements to keep existing housing affordable and accessible to residents who are demonstrating their investment in the stability of their communities.

By investing at both the human service and community systems level, this project mitigates the compounding negative effects of systemic inequities and individual disengagement from community supports.

In addition to using the best practice models of peer support and ABCD, all three partner organizations have staff trained in trauma resilience. Both CwD and UWFC have staff that are certified trainers in this best practice model of developing trauma-informed systems that work both on the individual and community levels to address the impacts of trauma, abuse, violence, poverty and racism on communities.

**Case:** 15080

**Organization:** VHVH, Inc. (Veterans Helping Veterans Heal)

**Project:** Communications Plan and Website Update

VHVH 24-bed Transitional Housing with Intensive Supportive Services program:

VHVH is the only local 501(c)(3) organization whose program directly addresses the special needs of a relatively small, but very important sector of our community's most vulnerable citizens, our homeless veterans. Its mission's is "to provide a safe, clean and secure temporary living environment with supportive services to homeless male veterans (for up to 2

years) who may also be addressing mental, substance abuse and/or financial and legal barriers to securing increased income and permanent housing". As each participant progresses through the program, he will improve his mental and physical health; obtain additional education and job coaching, preparedness, and training; gain greater financial independence; and be prepared to live stably in a permanent home.

**Communications Plan and Website Update Project:**

To support and strengthen the overall organization and program, VHVH is requesting a City of Winston Salem ARPA Transformative Grant in the amount of \$50,000. These funds, along with other funding, will allow VHVH to hire the professional marketing services to guide its leadership in developing a formal, written comprehensive communications/marketing plan and update the VHVH website and digital presence.

The total project cost is \$59,000. Other funders will augment the City's contribution an additional \$9,000. These funds will be used to hire a short-term manager to ensure the project moves forward as quickly and effectively as possible, and to secure 5 years of website update and maintenance service.

**Case: 15188**

**Organization:** Whole Man Ministries of NC

**Project:** Housing 4 Our Heroes

Whole Man Ministries is expanding its housing for homeless veterans. It has the opportunity to acquire a property that can provide a homeless family (3-bedrooms and 2-baths) and 3 veterans a home (2-bedrooms and 1-bath) at an affordable price. We know that since the COVID pandemic, many veterans, working poor, and elderly have lost housing because of being out of work and continue to lose housing as a result of rent increases (from 25% to 100%) that is beyond their ability to pay.

Funds will be used for acquisition of property, bring property up to code, high speed internet ready, make units energy efficient - update HVAC units, upgrade insulation, replace windows and doors, bring electrical and plumbing systems up to city codes, to ensure occupants safety by installing proper fire, smoke and other detection devices as required and have a security company to monitor to help deter any criminal activity and quick response for emergency needs (fire and brake-ins).

**Case: 15189**

**Organization:** Whole Man Ministries of NC

**Project:** Stop The Violence Economic Mobility

The best way to stop the violence is to interrupt the factors that attribute to it - poverty, unemployment, lack of opportunity for upward economic mobility, unfair judicial system and social division system. Most crimes are committed through lack of finances and opportunities to advance.

Project Uplift would offer life skills to high-risk youths and the opportunity for economic upward mobility. This would be accomplished by partnering participants with a mentor with the skills and offering a stipend. At the end of the 18-month mentoring period the participants will be able to start a small business and with the mentoring to grow it. Project would encourage and work to further skills learning and training to provide for themselves and their family

They would learn carpentry, construction, landscaping, domestic, electrical, plumbing skills and etc. As the participants identify their area of interest, a counselor would work with them to get further training using our county's community college resources. Project Uplift is committed to help the participants to become productive community members. The



participants, in turn, will become a mentor/employer for 2-3 more youths; thereby increasing the value of the investment made in them. As a result, reducing violence through economic mobility perpetually.

**Case:** 15097

**Organization:** Whole Man Ministries, Inc

**Project:** We Are Healthier Together

The project is designed to compact food insecurities, provide health care education, provide supplies to combat the effects of Covid-19 virus and the spread of it. We put together an event to bring Novant, WSSU, Wellcare, Forsyth County Dept. of Health and several other health organizations to provide firsthand services to those who otherwise would not receive this service (non-insurance, low-income families, Hispanic, etc.) We plan to start a community garden to provide fresh vegetables and fruits located in a food desert. These community events will be held 7 times a year to serve 400 families of 4, approximately 1600 individual each event. Providing 350 turkeys and fixing to struggling families suffering from food insecurities. Funding will be used to purchase foods, seeds, materials, small stipends to volunteers, to purchase a van to deliver food to elderly, disabled, and recently discharged from medical centers, who are unable otherwise attend events. This will require a part time driver for 5 hours for each event. Each community event serving 1000-1600 will roughly cost \$5,500-\$7,000. We are getting calls from several seniors unable to travel and have no means to get the food we are giving, there are those who have experienced surgery that are bed bound and need food. I hope is to purchase a van to deliver these services to those needing it the most. Community Event - Food Insecurities  
<https://youtu.be/QIPmN-R5Log>

**Case:** 15186

**Organization:** Winston Salem Christian School

**Project:** After School Tutoring and Enrichment

Winston Salem Christian School would like to provide an after school enrichment time available for both students at the school and in the surrounding community. This would include extensive tutoring and enrichment activities as well as food for students participating. We would utilize space available at the school to develop the program and provide opportunities for the students.

**Case:** 15130

**Organization:** Winston-Salem Center for Education and the Arts

**Project:** Building infrastructure repair

The Winston-Salem Center for Education and the Arts (WSCEA), an all volunteer nonprofit, provides rent-free operating space for four nonprofits: The Winston-Salem Street School, Authoring Action. Dress for Success, and Leadership Winston-Salem. A retaining wall between the building and the sidewalk has been weakened by water damage which threatens to collapse the wall. Total repair of the wall is necessary to prevent collapse of part of the building and the retaining wall. The loss of the use of the building would stop some operations and detrimentally affect tenant staffs, students and other persons who interact with the nonprofits.

**Case:** 15256

**Organization:** Wise Fellowship

**Project:** Wise Mobile Reading

The WISE Mobile Reading Van will drive to communities (inclusive of Winston-Salem Forsyth County Schools Kimberly Park, Ashley and Cook Elementary) in the 27101 and 27105 zip code areas. These schools are at risk for illiteracy. It will set up in these communities, equipped with volunteers and books to read to pre-kindergarten age children 3 and 4 years old. The 1st Mobile Reading Van has been self-funded by Carolyn Edmond. The goal is to have 10 Mobile Reading Vans to deploy through at risk communities for literacy.

**Case:** 15242

**Organization:** Work Family Resource Center dba Child Care Resource Center

**Project:** Play and Learn Groups - Family Friend and Neighbor Caregivers

In the Family, Friend, and Neighbor Care in Forsyth County Report commissioned in 2018 by the Kate B. Reynolds Charitable Trust, shows that of Forsyth County's 17,437 young children, under age 5 years, whose parent(s) are in the labor force, only 34% (5,900) are in licensed child care programs. The majority (11,500) of young children of working parents are cared for by relatives, close family friends or neighbors. During the pandemic, the number of children being cared for by parents, relatives or neighbors increased due to the limited number of child care spaces available in our community and the number of families leaving the workforce. Parents have been choosing this form of child care for much of our history for a variety of reasons. This type of care has more recently become known as Family, Friend and Neighbor (FFN) Care. Though families across all racial, ethnic and socioeconomic groups use FFN Care, there is a higher prevalence of FFN Care use among families of color, immigrant and refugee families, families with low incomes and families of children with special needs.

While our community has supported licensed childcare with professional development, coaching/technical assistance activities and child care subsidies that help parents pay for child care, these supports have not been available to FFN caregivers. Among the formal early care and education field, FFN caregivers are often viewed as low quality, less stable and less likely to meet the developmental needs of young children. However, many of these biases are the result of a few studies using assessment tools designed for formal child care settings which are not suited to measuring quality in FFN care which more closely resembles family structure.

Many Forsyth County families choose FFN care because they trust the caregiver, they feel that the caregiver will keep their child safe and will provide care that is in keeping with their family values. This project seeks to honor families' choice by supporting FFN caregivers in their work to nurture and enhance the development of young children in their care.

CCRC will provide play and learn groups using Kindermusik and Kaleidoscope curricula for low resource families living in Winston-Salem. CCRC has two trained facilitators, one is fully funded through a grant from the Kate B. Reynolds Charitable (KBR) Trust through June of 2023. The KBR funds support a pilot project and funds are limited to specific neighborhoods in Winston-Salem. CCRC is seeking funds to expand the program to any resident of Winston Salem, with a particular focus on low resource parents whose young children are not enrolled in a formal child care program. The City's ARPA funds will cover the cost of a trained facilitator and materials for in person and virtual classes. The facilitator will lead the sessions of caregivers/parents and children through developmentally appropriate activities designed to enhance children's early literacy skills, social-emotional development and physical development. Many of these activities can be replicated at home to further support this development. CCRC will use 2-hour play and learn groups to engage FFN caregivers and the children in their care. The play and learn groups will utilize the evidence-informed Kindermusik and Kaleidoscope programs. FFN caregivers/parents and the 0-5-year-old children they care for will have the opportunity to participate in two play and learn sessions each week. One of the sessions will use the Kindermusik program and the other session will use the Kaleidoscope program.

Kindermusik is a music and movement curricula that develops essential listening, early literacy and social-emotional skills students need to succeed in school. It is designed for children 0-7 years of age. The Kindermusik trained facilitator will lead the children and caregivers through music and movement activities that can be repeated at throughout the week in the caregiver's home. Additionally, the caregiver will learn how the various activities support and enhance children's development and build skills needed by successful students. Materials will be provided to the FFN caregiver/parent so that she has the tools she needs to replicate these activities and help the children reinforce their learning through repetition.

Kaleidoscope is a play and learn curricula which is evidence-informed and provides weekly facilitated play groups for children and their FFN caregivers/parents. At each play and learn session, the trained facilitator plans and sets up fun culturally and developmentally appropriate play activities for the children and their caregivers to participate in together. Through facilitator guidance and modeling, conversation, peer learning, and hands-on experience, caregivers learn what they can do at home to support children's learning and healthy development.

Research has shown that there is a need in our community to provide opportunities to increase the knowledge and capability of all child caregivers and parents to support children's early learning and readiness for school. Data and evaluation show that play and learn groups are an effective strategy to engage FFN caregivers/parents by increase their ability to support early learning of the children they care for or their own children.

**Case:** 15107

**Organization:** YMCA of Northwest North Carolina

**Project:** YMCA REACH Center

The YMCA Of Northwest North Carolina is requesting \$950,000 to support the development of the YMCA REACH (Resources for Economic Development, Academics, and Community Health) Center. Formerly the Winston Lake Family YMCA, the REACH Center is a multi-service provider destination where all people can learn, grow and thrive by working collaboratively and providing a hand up, not a hand out, to those in need. The YMCA REACH Center will serve East Winston, a community stigmatized by high poverty and, more recently, severely affected by the health and economic fallout due to COVID-19. The YMCA REACH Center will increase accessibility to services, and build both trust between residents and bridges over our divided community.

Data from key stakeholders in our community reflected the socio-economic disparities between East Winston and the larger service area prior to the pandemic, and now these gaps have widened significantly. While a community resource center is not what we think of as a traditional YMCA, the concept is not novel. YMCAs in large metropolitan areas have adopted this service model in vulnerable communities in both Raleigh and Charlotte.

A core component of the REACH Center's design is an education center that includes several multipurpose classrooms. These classrooms will be utilized for a variety of programs (literacy and career education courses, evidence-based health interventions, and youth development programs) hosted by the Y or one of our many community partners. Funding from the City of Winston-Salem will be used for facility renovations to create these educational spaces and support the Y and our collaborative partners as we work to strengthen our community.

The ability of an individual or a family to become economically mobile directly correlates to their ability to fully participate in society. This requires access to resources such as education, transportation, housing support, affordable childcare and health care, just to name a few. While Forsyth County is rich in many community resources and amenities, residents of East Winston are cut off and largely unable to access them. There is a need to bridge that gap and create a network, a mechanism to assist residents in removing barriers and navigating these resources. This is the purpose of the YMCA Reach Center and the Y's East Winston Initiative.

**Case:** 15091

**Organization:** YWCA of Winston-Salem & Forsyth County

**Project:** Gateway to Economic Mobility (GTEM)

Gateway to Economic Mobility (GTEM) is a targeted physician referred program designed to address social determinants of health (SDOH) and improve economic mobility for a thousand families living in the targeted census track identified by the City of Winston-Salem. This census track represents some of the highest poverty rates in our community.

Physicians from Atrium Health's Downtown Health Plaza and Novant Family practice will refer adults to the program based on SDOH's identified at the patient and physician intake appointments. The program will be located at the YWCA wellness and resource center located at 1300 South Main Street.

The family of each adult referred to the program will receive a three-year family membership with full access to the YWCA wellness and resource center. For one year the referred adult will work onsite with a certified health wellness coach to identify and address the vulnerabilities impacting the total family. The wellness coach will connect each participant to resources in our community that work to address each area. This includes a rich network of 32 + nonprofit and community-based resources. In years two and three, the wellness coach is available as needs arise.

This program is an extension of Gateway to Success (GTS) a proven six-year strategic alliance between the YWCA, Atrium Health Wake Forest Baptist, and Novant Health. The Gateway to Success program was published in May of 2019 at The National Meeting of the Society of General Internal Medicine in Washington DC.

GTS has a strong track record over the past six years with application to this proposed expansion:

- Strong relationship with medical partners, history of steady and consistent physician referrals
- Utilization of public transportation to access the YWCA wellness and resource center on average twice a week.
- Monthly sessions with a certified health wellness coach establishes trust and identifies which SDOH to address
- Multi-year membership to encourage lasting changes within the total family
- Solid referral and handoff process to connect participants to existing community resources.
- Track record of improvements in economic mobility with tracking at mid-year and year-end
- Advisory council for review and tracking of results

The funds requested will be used specifically to hire certified health wellness coaches, provide weekly bus passes to the YWCA wellness and resource center, and provide an annual membership for each participant referred to the program.

The YWCA will fund the three-year family membership.

**Case:** 15181

**Organization:** YWCA of Winston-Salem & Forsyth County

**Project:** Hawley House

Hawley House is the only state-licensed residential recovery facility in Forsyth County for women diagnosed with substance use disorder. Since 1998, when Hawley House became part of the YWCA at the request of the City of Winston-Salem and the United Way, it has provided residents with the necessary tools to stop the cycle of addiction including the following:

- Substance abuse assessment
- All female environment with on-site services in safe environment
- Structured program with high accountability
  - o Residents have daily chores including preparing dinner at least one night a week and are required to abide by all house rules.

- Residents are expected to seek training and / or become employed while at Hawley House.
- Person-centered plans, average 6-month residency, and availability of after-care program, based on individual needs.
- Long-standing collaborative partnerships with established organizations
- Help in securing identification documents required to receive N.C. Vocational Rehabilitation and other social services.
- Transportation for appointments related to physical, dental, and mental health, N.C. Vocational Rehabilitation, job training, and employment.

Forsyth County has very few treatment options for women. Hawley House determined that recovery beds for women, as a percent of the female population, is only .02% in Winston-Salem, while Charlotte, Greensboro and Raleigh had .05%, .08% and .2% respectively. The City of Winston-Salem awarded the Hawley House a grant that allowed us to increase our capacity by 50%. This work was completed just before the 2020 pandemic and allowed the Hawley House to serve more women with quarantine rules in place.

This grant will allow the YWCA to continue the strong operations of the YWCA’s Hawley House program while enabling the organization to respond to new and tremendous challenges resulting from the COVID-19 pandemic which include:

- Increased drug and alcohol consumption
- Higher levels of stress & anxiety
- Severe mental health challenges
- Higher levels of trauma
- Higher levels of relapse
- Increased death from accidental overdoses

Specifically, this grant will allow us to increase substance use disorder counseling, add on-site mental health counseling, add incremental trauma counseling, and increase staff oversight to overcome these pandemic related challenges and return to pre-pandemic success rates that averaged 90% over the past five years. This grant will allow us to serve significantly more women in our community suffering from substance use disorder. The staff oversight is needed to handle the significantly higher levels of stress, anxiety, and mental health we are seeing since the COVID-19 pandemic.

We have increased counseling with our substance use counselor throughout the pandemic; however, our counselor is not on site, so the staff plays a critical role throughout the day and night managing the high levels of stress, anxiety, and trauma we continue to experience. This grant for additional staffing will allow us to serve more women with appropriate oversight to ensure success in executing the person-centered plans, rebuilding life skills, and managing the increased stress, anxiety, and trauma that exists today. The addition of a mental health counselor on site will allow us to accept clients with severe mental health challenges without jeopardizing the other residents' recovery and safety.

**Case:** 15182

**Organization:** YWCA of Winston-Salem & Forsyth County

**Project:** Juvenile Crime Prevention

The YWCA operates two highly unique juvenile crime prevention programs in Winston-Salem & Forsyth County. The programs are in partnership with YWCA, the local Juvenile Crime Prevention Council (JCPC), and the United Way. We have operated this partnership for nearly 20 years. Both Teen Court and Work and Earn It have exceptional results with reducing recidivism once a youth has completed the program. Our results over the last 10+ years shows 80-90% reduced recidivism.

Teen Court and Work & Earn It are sponsored by the YWCA in collaboration with the North Carolina Department of Public Safety Juvenile Crime Prevention Program (JCPC). Teen Court targets first-time offenders ages 6-17 who have committed non-violent misdemeanors. In Teen Court, the juvenile is tried and sentenced by a jury of their peers i.e. previous Teen

Court participants and volunteers to: perform community service, attend ARISE Life Skills seminars (recognized as a Best Practice in model programs for at-risk youth), and/or provide other types of restitution. Referrals are received from School Resource Officers (SROs) and Juvenile Court Counselors.

Our program allows youth to correct their behavior, get back on track, stay in school and graduate.

This proposal will allow the YWCA to significantly expand our work in juvenile crime prevention by expanding the Teen Court program to serve double the number of youth served today while adding a preventative life skills component "Youth on a Mission" to proactively address vulnerable youth. In partnership with WSFC schools we will increase referrals from SROs to include principals, guidance counselors, social workers, and teachers to address the increased stress, anxiety, and violence in schools following the pandemic.

Early identification and referral of youth for life skills classes serves as a preventative measure. Referral of youth who have already committed a crime to Teen Court for community service and life skills serves as an early intervention strategy. This grant would fund a program lead for school outreach and referrals and oversight for the expanded program. This grant will also fund the life skills curriculum.

A new and critical component of this proposal is to allow youth referred to Teen Court access to a safe diverse, community-based organization for health and wellness, social interaction, and recreation. This grant will provide youth memberships to the YWCA wellness and resource center as well as adding recreational programming.