A. Organization & Contact Information

Completed by lphilon@renewalnetwork.org on 11/21/2019 7:12 PM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name
Piedmont Renewal Network

A.2. Project/Program
Economic Mobility/Auxiliary Educational Support

A.3. FY 2020-21 Funding Request Amount
$30,000.00

A.4. Agency's Total Operating Budget
$316,773.00

A.5. Mailing Address
301 North Main Street, Ste. 2400 Winston-Salem, NC 27101

A.6. Project/Program Location Address
2100 Silas Creek Parkway Winston-Salem, NC 27103

A.7. Organization Website
www.renewalnetwork.org

A.8. Year 501(c)(3) status obtained
2018

A.9. Organization Fiscal Year
July 1st - June 30th

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title
Logan Philon, CEO

A.13. Email
lphilon@renewalnetwork.org

A.14. Phone
(803) 629-2409

CONTACT

A.15. Name, Title
Logan Philon, CEO

A.16. Email
lphilon@renewalnetwork.org

A.17. Phone
(803) 629-2409

BOARD CHAIR

A.18. Name
John McConnell

A.19. Term Expiration
07/01/2020

A.20. Email
jdmccon@wakehealth.edu

A.21. Phone
(336) 403-8183

B. Project Overview

Completed by lphilon@renewalnetwork.org on 11/22/2019 2:23 AM

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

The Piedmont Renewal Network (PRN) exists to create economic mobility in Winston-Salem through unmatched educational opportunities. The PRN has adapted its programming from the University of Southern California's (USC) Neighborhood Academic Initiative (NAI). In USC's NAI program, low income students attend an extra day of school every week for seven years (from 6th-12 grade), and receive personalized afterschool tutoring if their grades are slipping. This academic rigor is accompanied by a full family wrap around program, in which families receive the support they need to push their students to success. Students that graduate from this program and qualify to attend partnering universities are able to do so tuition free. Most importantly, 100% of the students in this program graduate high school, 99% of students who finish this program go on to university, and 72% of these students finish within four to five years. These figures are above the national average for any income group. Over the past three years, the PRN has replicated and launched this program in Winston-Salem through cementing college partnerships, creating a successful Saturday School for the 80 low income children it is currently serving, and by offering needs based after school tutoring, social and emotional services, and family involvement programming to all families involved.

We are requesting $30,000 from the city of Winston-Salem to fund the majority of our afterschool tutoring service for 2020 - 2021 academic year. These funds go primarily towards paying qualified tutors who facilitate highly targeted instruction for our students. Funds would also be used for teaching supplies related to afterschool tutoring, and snacks served to the students.

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

Students who participate in Piedmont Renewal Network Programming are selected based off of academic level and socioeconomic status (see more on participant demographics below). Students physically access Piedmont Renewal Network programming in a variety of ways (given the scope and multiple locations in which services are rendered). For afterschool tutoring, the expenses of which are the primary focus of this grant request, students access the programming by simply making their way to the designated classroom on the campus of their home school.

The Piedmont Renewal Network receives customized reports on individual student level data from WSFCS and other local partners. This data is used to effectively target the academic needs of students who are in Piedmont Renewal Network afterschool tutoring. The students also benefit from very small tutor/student ratios which facilitate an environment of consistent, relationally grounded, student centered instruction. Afterschool tutoring takes place three days a week, two hours per session.

This afterschool tutoring is quite possibly the most direct and effective academic service offered by the Piedmont Renewal Network, and serves as a fundamental support to bolstering equitable economic mobility in Winston-Salem.

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B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?

For the academic year in question (2020 - 2021), the Piedmont Renewal Network expects to have a student population of between 150 and 200 students. This is a number that will remain largely static throughout the year, and therefore represents the total amount of students who will be served during the year.

During the 21 Weekend Academy sessions per academic year, all students are present. During most of these academies, the Piedmont Renewal Network also puts on a few hours of mandatory parent programming, with an average representation of about 1.5 adults present per student. With a student body of 200, this would mean the Piedmont Renewal Network would find itself serving about 350 individuals at one time at peak programming.

For afterschool tutoring in particular, the expectation is that about half of the total number of students enrolled will demonstrate a need for extra assistance, and therefor receive afterschool tutoring. For a student body of 200, this would represent about 100 students in each afterschool tutoring session.

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

As the Piedmont Renewal Network (PRN) is an economic mobility project, it has very specific requirements when it comes to selecting students and families that will be accepted into its seven year pipeline. Students are selected based off of:

1) Socioeconomic Status

We are looking for students who, by all available measures, would seem to be living in households that would fall into the bottom quartile of the income distribution here in Winston-Salem. Applications filled out for program admission inquire as to the education levels, employment, family situation, neighborhood and other key factors about the student's parent(s). While we cannot expressly ask for the annual income of the households represented by student applications, these common indicators are taken together to form an generally accurate picture of the socioeconomic status of the student in question. Nearly all of the Piedmont Renewal Network's current students are from low income neighborhoods, would be first generation college students, have parents with working class jobs, are on Medicaid, and many come from single parent households.

2) Average Academics

The PRN does not seek out outstanding students, but students who have room to improve, and who must do so to continue advancing in their life and education. The PRN therefore seeks out 6th grade students (all students are initially enrolled in 6th grade) whose EOG scores are average, and purposefully excludes students who are already showing high levels of academic performance. This is to ensure that our efforts are targeted with maximum efficacy, spending time and resources on students who could go to college and matriculate into our modern workforce, but statistically speaking will not.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

In Winston-Salem, North Carolina, only 36% of African American students and 37% of Hispanic/Latino students are prepared for college upon graduation, compared with 80% of their white counterparts (based on ACT proficiencies). Moreover, only 34% of economically disadvantaged students in Winston-Salem are prepared for college upon high school graduation, compared with 74% of non economically disadvantaged students (based on ACT proficiencies).

The consequences of such numbers are real, and they reach far beyond the classroom. Low quality jobs (discussed above) are disproportionately occupied by minority workers in the United States, to the point that social scientists often refer to entire categories of employment as "segregated job fields."[10] These jobs do not provide employment security or adequate pay, tend to keep minority communities low income, and, in turn, lead to underfunded schools. The cycle continues to repeat.

Education is indeed our generation's segregation. We must remember that there was a time when racial segregation seemed normal, when Jim Crow laws were a reality that just had to be accepted. We look back at such assumptions with horror now, as our children and their children will look back at ours if we do not make a change. These are the injustices the Piedmont Renewal Network exists to combat, and the work is only just beginning.

"Preparation for College and Career," Forsyth Futures, accessed February 28th, 2019.
https://www.forsythfutures.org/indicator_preparation-for-college-and-career/
Arne L. Kalleberg. Good Jobs Bad Jobs: The Rise of Polarized and Precarious Employment Systems in the United States, 1970s to 2000s. (New York: Russell Sage Foundation, 2011).

COLLABORATION (6 POINTS)
B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?
The Piedmont Renewal Network enjoys much rich collaboration throughout the community, with key partnerships informing much about how we conduct the life of the program. One of our most important collaborations is with the Data Sharing Project (DSP) here in Winston-Salem. The DSP is a key emerging component of the work of The Forsyth Promise and other community agencies. Web-based software provides agencies access to real-time individual-level education data for the students they serve; staff provide intensive data interpretation, continuous improvement, and evaluation support. The DSP allows agencies to better identify individual student needs with real-time data so that service providers can adapt services to better meet student needs; intensive consultation leads to improved overall services over time. The DSP is operated by three total FTE, shared between The Promise, WS/FCS and Forsyth Futures. Forsyth Futures manages the project in partnership with WS/FCS on behalf of The Forsyth Promise. The Piedmont Renewal Network is proud to be a leading agency in the work of the DSP, as one of its first and most heavily participating nonprofit organizations. The DSP provides the Piedmont Renewal Network with the data it needs to evaluate and deliver services in the most effective way possible.
The Piedmont Renewal Network maintains close relationships with its college partners, going far beyond the full tuition scholarships they offer to Piedmont Renewal Network students. The PRN holds programming at both Forsyth Tech (Weekend Academy) and Piedmont International University (miscellaneous programming, as needed). PRN is also working on creative adaptations of its academic programming in conjunction with Forsyth Tech, such as applying the academic services provided by PRN with a special eye towards emerging community industries such as aerospace and advanced manufacturing.
The PRN also enjoys a productive collaboration with Crosby Scholars, having recently forged an agreement guaranteeing duel enrollment for all PRN students into Crosby Scholars, along with ensuring mutual support between the two programs in areas of specialization. This also ensures efficiencies, and eliminates the chance for redundancies between the two organizations.

C. Strategy and Performance

Completed by lphilon@renewalnetwork.org on 11/22/2019 2:14 AM

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan (2019 Update)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council. Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- ☐ **Housing/Homelessness**
- ☑ **Economic Development**
- ☐ **Construction Rehabilitation**
- ☑ **Poverty Reduction**
- ☐ **Arts and Culture**
- ☑ **Youth**
- ☐ **Public Safety**
- ☐ **Transportation**
- ☐ **Other**

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

I. End of Grade Test (EOG) Analysis - Received Annually

We will soon be receiving historic EOG data for all of our students?, enabling us to analyze their progress while in the program.

II. ?Benchmark Assessment Analysis - Received Quarterly

In addition to the EOG test, students take Benchmark Exams three times a year to assess their progress towards grade level proficiency by the end of the year. The Data Sharing Project has agreed to furnish a full analysis on each of these exams, comparing our students' progression to that of a control group.

III. Social and Emotional Learning Examination - Received Annually As we provide social and emotional learning (SEL)

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programming for our students, we will be administering the Panorama test, an SEL progress measurement commonly used in this district.

IV. School Attendance and Discipline - Received Every 24 Hours?* *Once our access to the data is restored. These are measures that we used to utilize internally, but have not been able to access since the Data Sharing Project's digital platform went down for reconstruction. When that program is back online, we will find a FERPA (student data privacy law) approved way to share an aggregated version of this data.

V. Parent Testimonials - Received Biannually We recently conducted our first parent testimonial survey, and plan to do so each semester moving forward. This is a qualitative measure that aids us in gauging parent perspective, and serves to demonstrate impact in ways that can't be quantified.

This frequency of measurement will allow us to catch shortcomings quickly, and consult with faculty and third party experts (with the DSP, the district, USC, etc.) on how to adjust course for greater results.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.
Internal/Process Measures:

I. Weekend Academy Post Assessments - Received Bi-Weekly
All of our teachers have already been conducting short post assessments designed to gauge student comprehension of the week's instruction for some time - we are working with our faculty to streamline a process by which measures of student comprehension will be reported out uniformly and consistently.

II. Afterschool Tutoring Survey - Received Three Times a Week
After approximately the first month of our tutoring program (used for student proficiency assessments) each of our tutors fills out a digital form at the end of
every tutoring session recording what students they tutored in what subjects, noting where their students are growing and where they need more help, etc.

III. Program Attendance - Received Weekly
We keep a record of student and parent attendance at all PRN programming. Unless exceptional circumstances can be proven by the parent, students are allowed to miss no more than three Weekend Academy sessions, and six after school tutoring sessions pers semester.

IV. Student Retention - Documented Biannually We document student retention as we update rosters each semester. As student retention could be considered an outcome in and of itself, we plan to begin reporting these numbers out either annually or biannually.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

- Include at least three goals and performance measures.
- One of the performance measures must include the unduplicated number of participants served.

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected	FY 20-21 Next Year Anticipated Results

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			Results	
Discern a statistically significant degree of academic progress in our student's growth.	- Weekend Academy - After School Tutoring - Summer Programming - Parental Involvement in Education	The Piedmont Renewal Network received reports last year from DSP that looked quite promising, but given the small number of students at the time (30), these results were deemed to be possibly statistically insignificant. Therefore, most of the results that we have are anecdotal, and have come in the form of several parents expressing their delight at the pace of their student's academic progress.	While it is very difficult to make highly specific projections in education, we do aim to see a statistically significant difference in the academic performance of our students vs. their peers achieved in this fiscal year.	In fiscal year 20-21 we intend to not only grow the number of students served quite dramatically, we also plan to see academic results flourish beyond the levels seen this year.
Discern statistically significant progress in the growth of our students in other important areas, such as Social and Emotional Health, school attendance and discipline, overall outlook, etc.	- Social and Emotional Programming - Electives shown to enhance healthy psychological development.	Our Social and Emotional programming is new to this academic year, so there was no data on this programming last year.	While this year will serve as a baseline, we are looking to see better discipline rates, higher school attendance, and increased emotional health in our students Vs. their peers within the first full year of programming.	For Fiscal year 20-21, our goal will be to exceed the results observed in this year's baseline data set.
Develop a more precise tutoring program, better able to effectively target the specific needs of our students.	- Tutor survey analysis - Benchmark assessment analysis - collaboration with partners at Mineral Springs to determine most effective tweaks to the program	Our afterschool tutoring program was only piloted for about six weeks last semester. While the consensus is that the pilot was successful, this data is anecdotal and experiential and nature.	Our desire is to be able to see discernible increases in proficiency at the individual student level as catalyzed by afterschool programming within this academic year.	Our anticipated result for fiscal year 20-21 would be a greatly enhanced afterschool tutoring program that can be leveraged as an even more powerful tool in the fight to remediate our students and push them ahead.

C.6. FY 18-19 Program Accomplishments

1) Successfully navigated a transition period for the PRN's academic programming, setting the stage for expansion from 30 to 80 students

2) Piloted tutoring program that grew into full scale program this fiscal year

3) Partnered with the Data Sharing Project, and began the process of pursuing objective third party analysis

4) Received extensive positive feedback from parents of student's in the program, setting the stage for quantitative data this fiscal year:

Cecilia, speaking of her daughter Alexandra:

"Ever since my daughter has been in this program, she feels like she can be someone who has a future. She behaves better, and she puts a bigger effort into school. She comes from a home where her dad left us, and only has me as her mom working, and I can barely provide the necessary stuff. She thought that maybe after high school she would have to work and not follow her dream of becoming a lawyer, but since she has been in the Piedmont Renewal program, she feels better and is a better student and person by just thinking and knowing that with her effort, and the help of this program, she will accomplish her dreams of a career and to have a better life."

Kym, speaking of her daughter Makenna:

"Makenna started this program in her sixth grade year. From the beginning her attitude and dedication to her education was noticed. In her first year in the CLI, she maintained honor roll the entire school year. On her EOG, she made 4 / 5 in math. Due to how well she tested, she is taking advanced math. We are excited for her achievement and cannot wait to see how this program will positively affect her growth in her educational journey. Keep up the great work!!"

C.7. FY 20-21 Key Objectives

1) Significant growth in student enrollment

The Piedmont Renewal Network is serving approximately 80 students this fiscal year, and would like to see that number increase to at least 150 next fiscal year.

2) Receive multiple reports demonstrating a statistically significant, causal connection between students enrolled in PRN academic programming and control groups of their peers.

While we aim to receive a few reports demonstrating the efficacy of our academic programming in the current fiscal year, it is a central objective for the Piedmont Renewal Network to enough positive data in the 20-21 fiscal year to establish an incontrovertible link of causality between our students relative success and participation in our academic programming.

D. Organizational Capacity

Case Id: 10775
Name: Piedmont Renewal Network - 2020/21
Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)
D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

Mission Statement:
We exist to champion equity in Winston-Salem by providing unmatched educational opportunities for the underserved children of our city.

Vision Statement:
We envision a future in which effort and giftedness, not ethnicity and economic background, form the destinies of children born in Winston-Salem.

The Piedmont Renewal Network (PRN) exists to create economic mobility in Winston-Salem through unmatched educational opportunities. The PRN has adapted its programming from the University of Southern California's (USC) Neighborhood Academic Initiative (NAI). In USC's NAI program, low income students attend an extra day of school every week for seven years (from 6th-12 grade), and receive personalized afterschool tutoring if their grades are slipping. This academic rigor is accompanied by a full family wrap around program, in which families receive the support they need to push their students to success. Students that graduate from this program and qualify to attend partnering universities are able to do so tuition free. Most importantly, 100% of the students in this program graduate high school, 99% of students who finish this program go on to university, and 72% of these students finish within four to five years. These figures are above the national average for any income group. Over the past three years, the PRN has replicated and launched this program in Winston-Salem through cementing college partnerships, creating a successful Saturday School for the 80 low income children it is currently serving, and by offering needs based after school tutoring, social and emotional services, and family involvement programming to all families involved.

We are requesting $30,000 from the city of Winston-Salem to fund the majority of our afterschool tutoring service for 2020 - 2021 academic year. These funds go primarily towards paying qualified tutors who facilitate highly targeted instruction for our students. Funds would also be used for teaching supplies related to afterschool tutoring, and snacks served to the students.

FUNCTION (5 POINTS)
D.2. How long has your organization been in operation?
2.5 years

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?
Winston-Salem stands poised to take its place as an economic leader in the 21st century as it did in the 20th, and it is within our power to ensure that the resultant prosperity is an inclusive one. There will be thousands of new jobs in emerging, high skill industries over the coming decades which will require qualified workers with advanced skills. In

the present, Winston-Salem is home to thousands of young people being raised in poverty who are currently on track to miss the education necessary to fill these new positions. We may not be able to lower the level of education required to participate in the high skill workforce, but we can lift the young people of our city to that required level of education. Through education, we can seize the moment and equip Winston-Salem's new economy with qualified workers from the city's disenfranchised neighborhoods. We must make a concerted effort to prepare the marginalized youth of our city for the higher education that they desperately need to compete. We must be relentless in our efforts to equip the least fortunate students of today to fill the most rewarding jobs of tomorrow. This is possible, and it is the work of the Piedmont Renewal Network.

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
College Lift Initiative Director	Oversee the general administration of afterschool tutoring on the full time staff end of operations.	50	5.00 %
College Lift Initiative Logistics Coordinator	Handles oversight and logistics of all College Lift Initiative logistics on the ground	12	50.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Logan Philon	CEO	$33,000.00	0.00 %
James Fordham	COO	$45,000.00	0.00 %

D.6. Attach an organizational chart

☑ **Organizational Chart *Required**

org chart.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the Request for Proposals (RFP) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

As the Piedmont Renewal Network only has three FTE, the majority of our hiring takes place with part time staff and educators. We value diversity as an organization, and purposefully seek it out in the hiring of our teachers and tutors. The PRN inquires after top educators from public and private schools of all kinds in the area, as well as recruiting at Salem College, WSSU, PIU, and Wake Forest for tutoring staff. The result has been a very diverse staff that we are immensely proud of.

Please enter the total number of Full-Time Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers	2				1	

Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						

Please enter the total number of <u>Temporary/Part-Time</u> Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals	2	3		5	10	5
Technicians						
Office/Clerical						
Laborers/Service Workers						

D.8.

☑ **Attach a list of all Board Members AND compensation (other than per diem) *Required**

Piedmont Renewal Network Board of Directors.pdf

D.9. Number of full Board meetings held during the last twelve months
4

D.10. Number of Board's Executive Committee meetings held during the last twelve months
5

ABILITY (5 POINTS)
D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."
The Piedmont Renewal Network's afterschool tutoring program, on which this grant request specifically focuses, is already past its pilot stage and well into full implementation. City funds would be used to support and perpetuate an excellent, pre-existing program that could use the help, not to prop up a new concept or startup.

D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?
As the Piedmont Renewal Network's spots are limited, we work with the faculty of our partner schools (right now, primarily Mineral Springs) to determine who the best candidates would be in light of the mission and vision of our program. Those students are approached by the PRN, and not the other way around. We hope to continue to grow, so we can share this opportunity to more and more students!

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E. Cost Effectiveness

Completed by lphilon@renewalnetwork.org on 11/22/2019 4:59 AM

Case Id: 10775
Name: Piedmont Renewal Network - 2020/21
Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)
E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	$250,000.00	$200,000.00	$325,000.00
Fundraising	$20,000.00	$10,000.00	$25,000.00
Management and General	$130,000.00	$106,000.00	$160,000.00
	$400,000.00	**$316,000.00**	**$510,000.00**

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	$205,000.00	$190,000.00	$255,000.00
Employee Benefits	$10,000.00	$8,500.00	$12,000.00
Facility Rent and Utilities	$12,000.00	$14,000.00	$15,000.00
Training and Conference Registration	$0.00	$0.00	$0.00
Membership and Dues	$0.00	$0.00	$0.00
Travel and Transportation	$0.00	$0.00	$0.00
Grants to Individuals and Organizations	$0.00	$0.00	$0.00
Contracted Fundraising Services	$18,000.00	$10,000.00	$25,000.00
Goods Purchased for Resale	$0.00	$0.00	$0.00
Other Contracted Services	$5,000.00	$5,000.00	$13,000.00
Other Operating Expenditures	$150,000.00	$88,500.00	$190,000.00
Capital Outlay	$0.00	$0.00	$0.00
	$400,000.00	**$316,000.00**	**$510,000.00**

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	$0.00	$0.00	$30,000.00
Forsyth County	$0.00	$0.00	$0.00
State of North Carolina	$0.00	$0.00	$0.00
Federal Government	$0.00	$0.00	$0.00
Admissions/Program Revenues/Sales	$0.00	$0.00	$0.00

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Memberships	$0.00	$0.00	$0.00
Donations	$275,000.00	$300,000.00	$300,000.00
Foundation Grants	$130,000.00	$0.00	$150,000.00
Interest and Investment Income	$0.00	$0.00	$0.00
Parent Organization	$0.00	$0.00	$0.00
Other	$0.00	$30,000.00	$50,000.00
	$405,000.00	**$330,000.00**	**$530,000.00**

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

Other operating expenses represents all categories not represented in the list above (food, supplies, general expenses, etc.). Other Revenue designates students our new and growing students sponsorship program.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2019	N/A	$0.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Afterschool Tutoring program	$30,000.00	$15,000.00	Fundraising/General Donations
	$30,000.00	**$15,000.00**	

E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

Up until this point in its history, the Piedmont Renewal Network has been highly dependent upon private donations. If the funding request was not able to be met be the city of Winston-Salem, we will attempt to continue running the programming by pivoting into this fundraising base. This is not ideal, and we are attempting to begin diversifying our funding sources, but we do have a back up plan.

SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

The Piedmont Renewal Network is currently looking to build sustainability through a variety of fundraising pursuits, among them:

1) Several grant/significant funding applications at both local and regional levels
2) Continuing to foster an enthusiastic donor base here in Winston-Salem
3) Continuing to grow our sponsorship program in the area; each sponsorship represents a multi year funding commitment, making the sponsorship program a highly strategic pursuit for PRN
4) PRN is continuing to foster strategic partnerships in the area that will ultimately lend themselves to significant funding opportunities
5) As the PRN continues to collaborate with other community agencies, some costs have been offset. This is a trend we are looking to continue.

BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

As the afterschool tutoring program has been established, the only serious barriers that could arise would be financial (this circumstance is discussed above).

AVERAGE COST (5 POINTS)

E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	$30,000
Number proposed to be served for the year:	(For afterschool alone, approx. 100)
Average City funds per beneficiary:	$300
Proposed funds from all sources:	$45,000
Number proposed to be served for the year:	(For afterschool alone, approx. 100)
Average total funds per beneficiary:	$450

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F. Required Documents

Case Id: 10775
Name: Piedmont Renewal Network - 2020/21
Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

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

Piedmont Renewal Network Conflict of Int-20171214150636.pdf

☑ **Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**

Tax Form.pdf

☑ **Organization By-Laws *Required**

Amended_and_Restated_Bylaws_of_Piedmont_Renewal_Network_(2019)_(1).pdf

☑ **Articles of Incorporation *Required**

Secretary of State Approved Articles of Incorporation.pdf

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

Piedmont Renewal Network Non-Discrimination Policy.pdf

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

IRS Letter.pdf

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☑ **Audited financial statements or a third-party review** *Required*

Tax Form.pdf

☑ **North Carolina Secretary of State - Current and Active Status (https://www.sosnc.gov/search/index/corp)** *Required*

Current Active.pdf

☐ **Other**

**No files uploaded

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G. Community Development Only

Completed by lphilon@renewalnetwork.org on 11/22/2019 8:03 AM

G. Community Development Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click here to see Winston-Salem income limits by household size.

Ranges of Income	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.

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H. Construction/Rehab Only

Case Id: 10775

Name: Piedmont Renewal Network - 2020/21

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.

2. Provide a projected timeline for the proposed work.

3. Describe how the project will be managed, including the contractor procurement process.

4. Describe the target market, including any special populations to be served.

5. Describe the services or program you plan to provide.

6. Describe the property management plan.

7. List the development team members.

8. Describe the financial capability of the sponsor/owner organization, including submission of the organization's operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding

Documentation

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☐ **Market study or other analysis to verify the need for the project.**

**No files uploaded

☐ **Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.**

**No files uploaded

☐ **Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.**

**No files uploaded

☐ **Operating Budget**

**No files uploaded

☐ **Form 990**

**No files uploaded

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I. Emergency Shelter Only

Completed by lphilon@renewalnetwork.org on 11/22/2019 8:03 AM

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget ($)
Case Management	$0.00
Child Care	$0.00
Education Services	$0.00
Employment Assistance	$0.00
Job Training	$0.00
Outpatient Health Services	$0.00
Transportation	$0.00
Legal Services	$0.00
Services to Special Population	$0.00
Overhead Costs (limited to 15% of total activity request)	$0.00
	$0.00

Emergency Shelter: Operating Costs

Actvity	Total Budget ($)
Rent	$0.00
Shelter Security	$0.00
Fuel	$0.00
Equipment	$0.00
Insurance	$0.00
Utilities	$0.00
Food	$0.00
Furnishings (limited to less than $500 per item)	$0.00
Supplies	$0.00
Maintenance or Minor Repairs	$0.00
Overhead Costs (limited to 15% of total activity request)	$0.00
	$0.00

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J. Rapid Rehousing and HMIS Only

Completed by lphilon@renewalnetwork.org on 11/22/2019 8:03 AM

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget ($)
Rent Assistance	$0.00
Rental Application Fees	$0.00
Security Deposits	$0.00
Last Month's Rent	$0.00
Utility Deposits	$0.00
Utility Payments	$0.00
Moving Cost Assistance	$0.00
Overhead Costs (limited to 15% of total activity request)	$0.00

Rapid Rehousing Services

Activity	Total Budget ($)
Case Management	$0.00
Housing Search and Placement	$0.00
Mediation	$0.00
Legal Services	$0.00
Credit Repair	$0.00
Counseling	$0.00
Information and Referral	$0.00
Monitoring/Evaluation of Progress	$0.00
Overhead Costs (limited to 15% of total activity request)	$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	$0.00	$0.00
Equipment	$0.00	$0.00
User Fees	$0.00	$0.00
	$0.00	**$0.00**

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Submit

Case Id: 10775

Name: Piedmont Renewal Network - 2020/21

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Logan Philon
Electronically signed by lphilon@renewalnetwork.org on 11/22/2019 8:03 AM

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