

# A. Organization & Contact Information

**Case Id:** 10779  
**Name:** Forsyth Futures - 2020/21  
**Address:** \*No Address Assigned

Completed by adam@forsythfutures.org on 11/22/2019 4:59 PM

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## A. Organization & Contact Information

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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

Forsyth Futures

### A.2. Project/Program

Community Briefings

### A.3. FY 2020-21 Funding Request Amount

\$25,000.00

### A.4. Agency's Total Operating Budget

\$906,150.00

### A.5. Mailing Address

100 N Cherry St Suite 525 Winston-Salem, NC 27101

### A.6. Project/Program Location Address

100 N Cherry St Suite 525 Winston-Salem, NC 27101

### A.7. Organization Website

<https://www.forsythfutures.org/>

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

1977

### A.9. Organization Fiscal Year

July 1 - June 30

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Adam Hill, Executive Director

#### A.13. Email

adam@forsythfutures.org

#### A.14. Phone

(518) 461-0047

### CONTACT

#### A.15. Name, Title

Adam Hill, Executive Director

#### A.16. Email

adam@forsythfutures.org

#### A.17. Phone

(518) 461-0047

### BOARD CHAIR

#### A.18. Name

Dave McIntosh

#### A.19. Term Expiration

07/01/2021

#### A.20. Email

dave.mcintosh@wakehealth.edu

#### A.21. Phone

(979) 777-2217

## B. Project Overview

Completed by adam@forsythfutures.org on 11/22/2019 4:59 PM

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### B. Project Overview

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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?**

Requested funds will contribute to ongoing Community Briefing Reports (Briefings). Briefings provide accessible, engaging, in-depth, and multifaceted information to illuminate and provide context around critical community issues. Briefings address informational and awareness gaps to cultivate a common, shared perspective across common boundaries and stakeholder groups within Winston-Salem and Forsyth County. Such a community-level perspective is a prerequisite for systemic improvements of entrenched, complex community challenges (such as increased collaboration, coordination, and alignment; optimization of programs and services; effective local advocacy campaigns; and innovative funding and policy solutions.)

The ultimate goal of the Community Briefing Reports (Briefings) is to leverage curated informational content as a tool to improve quality of life in our community. Briefings accomplish this goal by providing a basis for mutual understanding of major intersectional challenges, which catalyzes a higher level of organized, coordinated action across sectors, boundaries, and stakeholder groups. We believe that shared understanding can activate a higher level of community capacity for collaborative problem solving.

The intended audience for Community Briefing Reports (Briefings) is broad and includes all levels of advocates for community improvement. Such advocates care deeply about Forsyth County and its people and are committed to act within their spheres of influence to better our community. These advocates exist at all levels, and across all sectors and segments within our community: committed residents and neighborhood leaders, parents and educators, workers, human services and non-profit professionals, members and leaders of faith communities, philanthropy professionals, government professionals, elected and business leaders, and many others.

Summary of specific outcomes: increased awareness and understanding of key community issues, increased community engagement in positive change efforts, improved resource allocation and alignment with greatest community needs.

Forsyth Futures is seeking \$25,000 from the City of Winston-Salem to increase dedicated organizational capacity for Community Briefing Reports (Briefings). Briefings are central to Forsyth Futures' role in catalyzing positive change in the community and this level of operational support would guarantee Forsyth Futures' ability to produce, promote, and convene the community around high-quality briefings on an ongoing, quarterly basis.

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

Each Briefing Report is created to provide clear information and context around a specific community challenge. A key component of any Briefing is an assessment of the people, networks, institutions, and organizations whose work is directly or indirectly connected to the chosen topic (or community challenge); paying specific attention to the role each

plays in the system, how they receive resources, and how they interact with peer groups and clients.

Assembling this information serves a two-fold purpose: it provides the basis of a 'system map' or service system analysis which is, in itself, an important component of informational content of the Briefing; and it provides the basis of a strategic convening and communications plan to support dissemination, engagement, discussion, and — ultimately — action around the chosen topic.

Participant audiences are specifically and strategically targeted based on their inherent connection to the chosen topic. Dedicated communication resources are then deployed to develop strategic messaging and communications touchpoints for targeted audiences. This work is heavily relationship-based and depends on having broad knowledge of local groups as well as relationships with key gatekeepers within and among these groups. Forsyth Futures is particularly well positioned to play this role in community, having worked consistently over several years to build these relationship-based networks at many levels.

In practical terms, Forsyth Futures' team works in tandem to produce the content of the Briefing and to develop a promotion, convening, and communication plan for the Briefing. Promotion involves identifying and curating the most important ideas from the briefing into engaging, digestible, accessible key points. Capacity is invested into making this content interactive (through dynamic data dashboards, rich media such as video or graphic slideshows, presentations and data walks, an informational microsite with a dedicated URL, etc.). Once contact is established with targeted audience groups, we request that they leverage their own networks (email, social media, staff and Board, meetings and events, etc.) to disseminate the content in a coordinated way; technical assistance is provided to assist in these efforts. These communications touchpoints drive not just awareness and engagement around the informational content, but also participation in some form of action. A recent example is the Briefing on the Benefits Cliff, which drove audiences to attend a half-day event to drive awareness, understanding, and to catalyze action through participation in solutions-focused working groups. This November, 2019 event was a major success, with over 160 people from all sectors and levels of our community in attendance (from those with lived experience of the benefits cliff, to elected officials) with over half of those signing up to participate in work groups after the event. Similar catalytic events would be built around future Briefings.

In summary, Forsyth Futures conducts research to identify the people and groups connected to the chosen topic and then packages the content and conducts strategic, intentional outreach to deliver these messages to stakeholders where they are, working at every step in the process to present the simplest, clearest, and most accessible form of the information possible and then to create a meaningful, convenient way for these stakeholders to connect to local action.

**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?**

The ultimate goal of a Community Briefing Report (Briefing) is to catalyze collaborative community-level action to improve entrenched, complex dynamics that are negatively affecting quality of life for Winston-Salem/Forsyth County residents.

Briefings focus on a cluster of intersectional factors that adversely affect quality of life for a significant number of residents in Forsyth County. The dominant themes in this cluster are poverty, economic mobility, health, wellness, and education. Homelessness, food security, housing and safety, civic engagement, and transportation also fall under this umbrella. Restated, Briefings are focused on contributing to improved outcomes for residents in Forsyth County who are most exposed to these factors.

This focus area is complex and deeply interconnected. Findings published in the most recent Community Health

Assessment Report indicate that the top issues affecting quality of life are low income, poverty, homelessness, violent crime, and school dropouts; Forsyth Futures identified financial disadvantage as the most significant quality-of-life factor for the purpose of this application.

97,962 Winston-Salem residents (or 41%) of all ages are financially disadvantaged (200% of poverty level and below); indicating a lack of access to resources that directly and adversely affects downstream outcomes.

54,904 adult residents (or 19% of Forsyth County adults) self-reported poor or fair health (2018).

30% of Forsyth County residents under the age of 18 (or 25,790 minors) live in poverty (2012-16).

Upwards of 25,000 Forsyth County residents receive some form of public benefits.

32,352 Winston-Salem residents (or 33%) are burdened by housing cost (total housing costs are greater than 30% of household income; includes renters and homeowners) and may have difficulty affording necessities such as food, clothing, transportation, and medical care.

As the above statistics illustrate, significant portions of Forsyth County's population are exposed to factors that adversely impact quality of life. We can see that many of Forsyth County's children are also off track in building a stable foundation for prosperity in their lives. These at-risk populations span the boundaries of age, race / ethnicity, and gender — they can be found across all of Forsyth County's geographies.

#### **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.**

The core strength of the Community Briefing Report (Briefing) approach is that it catalyzes and encourages systemic change focused on improving the quality of life of the Winston-Salem and Forsyth County residents who are most affected by our biggest, most complex challenges (i.e. poverty, housing, etc.).

Tactically, this approach is fundamentally different from a conventional service-provision-to-client model, functioning instead at a scale where the 'clients' are defined as any stakeholder in the geographic community (individual or groups) whose work, interest, or passion is connected to the chosen topic of each Briefing. Because each Briefing may have a different topic, each may also have a different set of clients (or audience).

Forsyth Futures believes that momentum for systemic change of this kind must be built and maintained at all levels within community from grassroots residents, parents, educators, and neighborhood leaders, through non-profit, philanthropic, government, and human services professionals, to institutional leaders, business leaders, and elected officials. We believe that individuals and groups at each of these levels have important, interdependent roles to play in mobilizing for systemic changes in our community.

Two specific populations are directly served through Briefings:

1. Individuals and groups at all levels whose work, interest, or passion is somehow connected to the chosen topic. These individuals or groups have the inclination, motivation, and capacity to absorb such information and take appropriate action. Through participation in Briefings, such populations develop a better understanding of key community systems and conditions, form stronger relationships, and build social capital across many traditional boundaries.

2. Individuals and families who are exposed to the detrimental impacts of our community's most complex, entrenched challenges. These include populations who are experiencing or are at risk of experiencing the Benefits Cliff, housing cost burden, asset poverty, etc.

**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.**

Information, data, and research is a critical need in the community to inform decision making, action, and positive systemic change. Briefings are intentionally designed to provide information in an accessible and engaging format that makes it easier to identify actions that can be taken to improve the community. Information is becoming more readily available, however, it is often difficult to interpret and presented in ways that fail to engage and motivate stakeholders to take action.

Major value areas for Briefings:

1. Information is curated in a way that simplifies and highlights the story and narrative behind the data and information.
2. Key community stakeholders are identified and mapped.
3. Solutions and innovations to similar situations in other communities are research and summarized.
4. Key policies at the local, state, and federal level are identified.
5. Coordinated, strategic communication and convening tactics are used to bring all of the players to the table.
6. The process of convening builds not just collective understanding, but critical relationships and social capital required for collaboration.
7. Post-convening, community stakeholders are equipped with the basic tools required to pursue systems-level collaborative work to improve quality of life around our biggest, most complex challenges.

**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?**

As an example of a Community Briefing from this year, in late July, Forsyth Futures released a Briefing focused on The Benefits Cliff or Cliff Effect, a phenomenon in which a pay increase results in a net loss of combined income and benefits (visit [CliffEffectFC.com](http://CliffEffectFC.com) for the Benefits Cliff interactive microsite).

This flagship briefing quickly catalyzed action. Since publication, a collaborative group that includes the Winston-Salem Foundation, Kate B. Reynolds Charitable Trust, United Way of Forsyth County, Partnership for Prosperity, Asset Building Coalition, and the Department of Social Services, among others, joined forces to hold an event on November 12, 2019. This event, titled Dismantling the Benefits Cliff In Forsyth County: Building a Pathway to Shared Prosperity was a great success with over 160 attendees. The event was designed to increase awareness and catalyze action around the negative impact the benefits cliff has on upward economic mobility for households with low income. Beyond the event, facilitated work groups will continue this collaboration, working together to recommend community-driven action plans to address cliff-related issues. These work groups will be working from December to March of 2020 and the solutions that are identified through the process will be considered for funding by the Winston-Salem Foundation.

This example demonstrates how collaboration with other key institutional partners around a Briefing can amplify and accelerate action in the community; Collaboration is an effective and essential tool to maximize the impact of the Community Briefings. Forsyth Futures is well positioned to catalyze effective collaboration because of the organization's strong connectivity and relationships with the non-profit, philanthropic, faith-based, and local governmental sectors. These connections enable Forsyth Futures to leverage relationships and ensure that the impact of each Briefing is maximized.

Further, this example (Benefits Cliff) of Briefing-based collaboration leveraged an asset-based approach with organizations making contributions based on their specific strengths (i.e. Winston-Salem Foundation and KBR provided funding for the event; Asset Building Coalition and Department of Social Service helped design the interactive benefits cliff simulation exercise; and Partnership for Prosperity and the United Way contributed to overall communications efforts). Because of this high level of collaboration, leveraging an asset-based approach, collaborators each felt a high degree of buy in and mutual ownership of the process and outcomes. Strong organizational and institutional attendance and participation at the event, as well as participation in the facilitated work groups that will continue through March, 2020, communicated a strong sense of importance and authenticity to all attendees.

## C. Strategy and Performance

Completed by adam@forsythfutures.org on 11/22/2019 4:59 PM

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### C. Strategy and Performance

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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.**

The Briefings program has three primary goals: increase awareness of community issues, better engage the community around issues included in the Briefings to begin exploring solutions to the issues, and catalyze action around the Briefing issues such that programs, resources, and policies change in a way to improve the quality of life in Winston-Salem. The program will be evaluated against those three goals by monitoring the number of interactions with the Briefings content, number of people engaged in events, presentations, and exploratory work groups, changes in mindsets, behavior and knowledge, and actions taken to change programs/services, resources, and policies to enhance alignment and impact of existing services and resources in our community.

Forsyth Futures has strong relationships with many organizations/institutions across the community who serve thousands of residents. If there is low interaction, engagement, and action associated with the release of Briefings, Forsyth Futures can be strategic about which organizations it works with to continue getting information in front of

people, and recruiting people to be involved in taking action to make positive change in the community.

This agile approach of adapting strategy and working with partners was used effectively in the Pre-K Feasibility Study in FY 19-20. Part of this study included surveying parents, and the original approach was not yielding a high enough number of parents completing surveys, so Forsyth Futures was able to course correct by working with partner agencies to distribute surveys. Additionally, Forsyth Futures staff were able to quickly identify key community events that were occurring to distribute surveys.

**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.**

Forsyth Futures will track program data using several digital tools including google analytics, mailchimp, Eventbrite (people registered for presentations and events), and Facebook. Each of these will help create a picture of how many people across the community interact with the Briefings content digitally. Additionally, Forsyth Futures engages partner agencies to push content out and when possible partners will provide information about how many people were reached through their networks.

In addition to capturing digital information, Forsyth Futures will monitor attendance at presentations/events, mindset and knowledge changes following presentations or engagement in events (through self-report surveying). Given that the ultimate goal of briefings is to increase awareness about community issues to promote action, Forsyth Futures will also record changes in resource allocation, service and program delivery, and qualitative changes in levels of coordination and alignment of services and action following the release of Briefings.

**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 Results	FY 20-21 Next Year Anticipated Results
Increase awareness of community issues outlined in briefings.	Develop an interactive web report of the briefing topic.	Program is new to FY 19-20.	2-3 briefing microsites developed and released. As of November, 2019, one briefing has been released (Benefits Cliff) and another one is planned for release early in 2020 (State of the Young Child (SOTYC)). The Benefits Cliff microsite had over 500 unique visits from July 29 -	3-4 briefing microsites developed and released. Several hundred visits per microsite.

			November 20, 2019 Have at least one event for each briefing and give several presentations. For the Benefits Cliff event on November 12 there were over 175 participants and a total of four presentations have been given as of November for the Benefits Cliff.	
Increase awareness of community issues outlined in briefings.	Host events and give presentations on briefings.	Program is new to FY 19-20.	Have at least one event for each briefing and give several presentations. For the Benefits Cliff event on November 12 there were over 175 participants and a total of four presentations have been given as of November for the Benefits Cliff (similar outcome for SOTYC).	Have at least one event for each briefing and give several presentations.
Increase awareness of community issues outlined in briefings.	Develop collateral communications materials, i.e. one-pagers, pamphlets, etc. that enhance awareness about briefings-related issues.	Program is new to FY 19-20.	For the Benefits Cliff briefing, multiple handouts and take-aways were developed, in addition to a simulation exercise that helps participants understand how the Benefits Cliff can negatively impact different types of households (similar outcome for SOTYC).	Develop a set of collaterals that complements presentations and events to increase awareness and understanding of briefings-related issues.
Community is highly	Actively engage the	Program is new to FY	Over 60 people	Following the release

engaged in briefing related issues and actively participates in the exploration of solutions.	community around issues included in the briefings.	19-20.	signed up to be part of one of the three work groups that came out of the Benefits Cliff event (similar outcome for SOTYC).	of briefings, the community will transition from awareness to ongoing engagement around briefings issues.
Community is highly engaged in briefing related issues and actively participates in the exploration of solutions.	Identify solutions the community can tackle related to briefings topics.	Program is new to FY 19-20.	As described above, three work groups formed (policy, employer-based solutions, and non-profit/philanthropic solutions) following the Benefits Cliff event that will identify potential solutions we can pursue as a community (similar outcome for SOTYC).	A number of solutions and action steps will be identified for the community to take related to briefings topics.
Community takes action (programming or services, resources, and/or policies) on improving issues identified in briefings.	Changes in resources, programming, and policies take place as a result of enhanced awareness and engagement around briefings related community issues.	Program is new to FY 19-20.	The Winston-Salem Foundation has committed resources (up to \$200,000) to the solutions that are identified out of the work group process that came out of the Benefits Cliff Event on November 12.	Programmatic changes will occur, resources will be adjusted or realigned, and/or policies will be changed within a year or two of the release of a briefing.

### C.6. FY 18-19 Program Accomplishments

The Community Briefings is a program that started in FY 19-20, so all program accomplishments are from the first five months of the current fiscal year. The flagship Briefing, which was released on July 29, 2019, was focused on the Benefits Cliff. A Briefing digital microsite was created and was widely promoted across the Forsyth Futures network, as well as over the networks of 30 partner organizations. There were over 600 unique visits to the microsite since release. The release also triggered a group of organizations/institutions to come together, including the Asset Building Coalition, The Winston-Salem Foundation, Partnership for Prosperity, Department of Social Services, etc., to work towards having a community event on November 12 to increase awareness about the benefits cliff issue and to start discussion about potential solutions to the Benefits Cliff issue. Over 175 people attended the event on November 12 and the Winston-Salem Foundation committed to hiring a consultant to work with three solution-based work groups - policy solutions, employer-based solutions, and non-profit solutions - to identify solutions that the community could pilot in the spring of 2020. The Winston-Salem Foundation also committed up to \$200,000 to test the solutions that come out of the work group process.

Below are a couple testimonials about the importance and positive impact of the work done by Forsyth Futures.

“Through its benefits cliff briefing, Forsyth Futures has offered our community the opportunity to better understand an important issue impacting some of our most financially vulnerable families. As our community works together to improve financial mobility, we must understand the realities of what these families experience.” Brian Vannoy – Chief Credit Risk Officer, Allegacy Federal Credit Union

“Forsyth Futures has been an important partner to The Winston-Salem Foundation for many decades. In recent years, the data and research Forsyth Futures has produced has helped the Foundation make informed decisions about where we focus our resources. Additionally, Forsyth Futures has been a valuable partner in nearly every collaboration or collective impact approach locally, and we regularly refer others to them when they need high quality, unbiased information about our local community.” Brittney Gaspari - Vice President, Community Investment

### **C.7. FY 20-21 Key Objectives**

Key objectives for the FY 20-21 include the release of 3-4 Community Briefings. For each Community Briefing the goal is to have hundreds of interactions with digital content for each Briefing, develop collateral materials that can be disseminated, help sponsor a community event, give several presentations per briefing, and have dozens of people engaged with each Briefing topic to identify solutions.

Related to action that happens as a result of the Briefings the objectives are increased collaboration, coordination and alignment of services and resources related to Briefing topic, and programmatic, policy, and/or resource changes come about as a result of the Briefing release, resulting in improved quality of life in the community.

These objectives are aligned with the three programmatic goals outlined in the performance measure table - increase awareness of community issues outlined in briefings, community is highly engaged in briefing related issues and actively participates in the exploration of solutions, and community takes action (programming or services, resources, and/or policies) on improving issues identified in Briefings.

## D. Organizational Capacity

Completed by adam@forsythfutures.org on 11/22/2019 4:59 PM

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Name: Forsyth Futures - 2020/21

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### D. Organizational Capacity

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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?**

Forsyth Futures is a neutral non-profit organization that provides action-oriented data analysis and reporting services to the non-profit, philanthropic, faith-based, and local governmental organizations/institutions within Winston-Salem and Forsyth County; the mission of Forsyth Futures is to catalyze Winston-Salem and Forsyth County's collective problem-solving capacities for positive change leading to improved quality of life for all residents in the community.

The core services that Forsyth Futures employs to provide general data, research, and information to the community to inform positive change and action are: Community Briefings - Provide engaging, in-depth information and context on critical community issues that address information and awareness gaps; these briefings improve shared understanding and create a clearer path for optimization of programs and services, catalyze action, and inform community investments; Community Indicators - Provide the community a high-level understanding of Forsyth County's performance and progress in key quality-of-life domains, including education, health and wellness, and economic mobility; Data Requests - Provide critical support for community organizations to better understand the context of their activities; the insights gained through data requests are important tools that can help organizations optimize their impact.

Forsyth Futures also provides specialized contract services. These services include: Projects and studies, and continuous improvement/evaluation.

Examples of active projects and studies in the FY 19-20 include the Pre-K Feasibility Study, Burden of Disease Study, Forsyth Technical Community College Transportation Study, and Access to Healthcare Study with the Center for Translational Science Institute at Wake Forest Baptist Medical Center.

Examples of continuous improvement and evaluation work include the Data Sharing Project, a partnership with Winston-Salem/Forsyth County Schools and The Forsyth Promise that supports eight education non-profit agencies and impacts over 8,000 students, as well as six programs administered by Senior Services. Continuous improvement/evaluation allows the non-profit community to analyze key performance indicators to improve services and provides a clearer, more objective assessment of investment impact for funders.

Together, Forsyth Futures' studies, projects, and continuous improvement/evaluation services cultivate understanding and support community decision-making processes, so we can optimize our policies, services, and the returns seen on the investment of our limited resources.

Community Briefings greatly contribute to advancing the mission of the organization by providing more in-depth and

actionable information about pressing issues and topics faced by residents in our community. The format and content of the Community Briefings go deeper with information that we have available through indicators and specialized projects, which increases the catalytic nature of the information we are providing as an organization. With our flagship Briefing focused on the Benefits Cliff, the Briefing played a critical role to accelerate and focus action being taken in the community to address that issue. As a result, the organization was able to have a greater impact and to move the community from knowledge and awareness about community issues toward action and positive change.

**FUNCTION (5 POINTS)**

**D.2. How long has your organization been in operation?**

42 years

**D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?**

For more than 25 years, Forsyth Futures has studied our community to understand the causes of systemic challenges. We have played a key role in researching, developing and communicating objective information that informs how we can better use our community resources to improve the quality of life within our city. We believe that when we, as a community, use data to make decisions, we use resources more efficiently, see greater impact from existing resources, and accelerate progress in solving deeply entrenched, systemic challenges.

Obviously, an improved quality of life for disadvantaged residents enhances the economic health of our city. A healthier city is better able to attract and retain residents with higher incomes and education, broadening and deepening the tax base. Engaging all citizens to actively work on issues such as affordable housing and economic mobility strengthens the cultural fabric of the city.

The ultimate goal of our briefings is to collaborate with residents and institutions for improved outcomes for Winston-Salem and Forsyth County residents who are most exposed to factors that diminish quality of life and ability to thrive. With 20% of the city residents and 30% of its children living in poverty and a severe shortage of affordable housing for those who struggle to maintain the basics, the need for clearly communicated data that inform collaborative community action is clear.

Forsyth Futures is uniquely positioned to assist in this effort. We have built and maintain relationships with the major organizations/institutions in the community who can and do help facilitate the dissemination of our data and research. This broad network of connections ensures the findings are received by a large constituency in the community. As an example, the Benefits Cliff Briefing was shared digitally among a network of more than 40 organizations and institutions, and through the partners that assisted with the November 12th community event, the event was successfully promoted, with more than 175 people attending.

Forsyth Futures has a history of strong and broad-based support within the city, including support from the philanthropic community, Novant Health and Wake Forest Baptist Health, faith-based community, the corporate community, and non-profit and local governmental institutions on a project and study basis. For example, our current projects include work with Family Services, Forsyth Technical Community College, Novant Health, Senior Services Inc., United Way of Forsyth County, Wake Forest Baptist Health, and Winston-Salem/Forsyth County Schools.

**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

Executive Director	Oversight, management, marketing, and promotion of Community Briefings.	4	25.00 %
Director of Data and Research	Plays a lead role in identifying the research approach for the Community Briefings, provides support in writing content and analyzing data.	6	25.00 %
Director of Communications	Writes content, develops visualizations, communication plans, presentations, collateral materials, plans and executes events, and presents content.	10	25.00 %
Senior GIS Analyst	Conducts geo-spatial analysis and develops geo-spatial visualizations.	6	25.00 %
Data Analyst	Plays a lead role in collection and analysis of key data for the Community Briefings.	10	25.00 %

**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
Adam Hill	Executive Director	\$75,000.00	10.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

Organization Chard FY 19-20.jpg

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.**

Our hiring process is based on merit, with special care taken to ensure procedures are free from biases related to a candidate’s age, race, gender, religion, sexual orientation and other personal characteristics that are unrelated to their job performance. We work to reduce unconscious bias with data and process and develop inclusive job descriptions. In our recent Executive Director search, we used a diverse hiring team, neutral language in our job description and multiple hiring sources for position promotion.

**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	1			2		
Professionals	2			1	1	
Technicians						
Office/Clerical						
Laborers/Service Workers						

**Please enter the total number of Temporary/Part-Time 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						
Technicians						
Office/Clerical						
Laborers/Service Workers						

**D.8.**



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

Board List 2019-2020.xlsx

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

6

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

12

**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."**

Forsyth Futures personnel delivers a diverse set of technical skills and strong relational connections within the community that make the Community Briefings a success. Unlike a traditional hierarchy, our "flatter" structure seeks to open up the lines of communication and collaboration to achieve results in less time and effort, reducing the need for resources. We strive to be a nimble organization, quickly and effectively responding to the demands for change while delivering high performance.

Among the staff, there are years of experience and expertise in conducting community-based and community-engaged research (Elizabeth Lees and Jessica Cannady), building interactive, geo-spatial, and engaging visualizations of data (Megan Grigg and Shane Orr), creating compelling and accessible narratives of complex information (Tyler Sparks), distributing information across multiple channels (digital, print, presentations, events, etc.) to reach wide and diverse audiences (Tyler Sparks and Adam Hill), and building strong relationships with key organizations and institutions (Adam Hill).

In addition, the Board of Directors has deep connections with community, when combined staff connections, it allows for very effective dissemination of reports, studies, and Community Briefings that are generated by Forsyth Futures.

Forsyth Futures Community Briefings and other information analytics are a valued resource in our community, as evidenced by our longevity and sustained funding by local sources. Our dedicated team of highly trained professionals – working closely with a network of contacts and resources – are recognized for developing specialized data, research and strategic communications in an efficient, cost-effective manner. Foundations, organizations and corporations trust in our consistent ability to deliver projects and programs on-time and on-budget.

**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?**

Forsyth Futures seeks to cast a broad net in identifying the individuals and groups who are connected to the focus of each Briefing, working with each to tap into their individual networks to further disseminate the Briefing. Capacity is invested into a comprehensive and strategic promotion and engagement plan and these activities are approached through a lens of achieving balance and representation among Winston-Salem and Forsyth County's diverse stakeholder groups.

Content is packaged in multiple formats with those with accessibility needs in mind. For example, if we anticipate low engagement rates within a particular neighborhood or area, we might reach out to community groups within that area to organize a data walk, presentation, and question and answer session to meet those stakeholders where they are. If we feel that certain groups might be underrepresented at a convening event, we might provide transportation, childcare, food, or event translation and interpretation services.

## E. Cost Effectiveness

Case Id: 10779

Name: Forsyth Futures - 2020/21

Completed by adam@forsythfutures.org on 11/22/2019 5:00 PM

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	\$762,406.00	\$714,488.00	\$725,192.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$190,244.00	\$178,287.00	\$180,958.00
	<b>\$952,650.00</b>	<b>\$892,775.00</b>	<b>\$906,150.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$485,178.00	\$485,178.00	\$494,882.00
Employee Benefits	\$78,552.00	\$49,622.00	\$50,613.00
Facility Rent and Utilities	\$56,720.00	\$56,060.00	\$57,465.00
Training and Conference Registration	\$2,400.00	\$1,090.00	\$1,110.00
Membership and Dues	\$700.00	\$800.00	\$815.00
Travel and Transportation	\$4,320.00	\$1,955.00	\$1,995.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$8,300.00	\$7,400.00	\$7,550.00
Other Operating Expenditures	\$316,480.00	\$290,670.00	\$291,720.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$952,650.00</b>	<b>\$892,775.00</b>	<b>\$906,150.00</b>

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	\$25,000.00
Forsyth County	\$0.00	\$0.00	\$40,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$440,150.00	\$440,150.00	\$440,150.00
Memberships	\$0.00	\$0.00	\$0.00

Donations	\$51,000.00	\$23,125.00	\$41,000.00
Foundation Grants	\$312,000.00	\$250,000.00	\$265,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$149,500.00	\$179,500.00	\$95,000.00
	<b>\$952,650.00</b>	<b>\$892,775.00</b>	<b>\$906,150.00</b>

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

Projects Income

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	NA	\$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
Salaries/Benefits	\$24,000.00	\$74,000.00	Kate B. Reynolds and Winston-Salem Foundations
Marketing/Communications/Event Expenses	\$500.00	\$500.00	Donations
Printing/Reproduction Expenses	\$500.00	\$500.00	Donations
	<b>\$25,000.00</b>	<b>\$75,000.00</b>	

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.

We hope the City can help support and collaborate with us and our network in this effort to improve our community's ability to make good decisions and achieve greater impact. We believe the potential for timely, positive action based on the Community Briefings findings - particularly those for Housing and Economic Mobility - is significant for our community. If Forsyth Futures' request is not fully funded, we will seek funding from other sources.

#### 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.

Forsyth Futures Community Briefings and other information analytics are a valued resource in our community, as evidenced by our longevity and sustained funding by local sources. Our dedicated team of highly trained professionals – working closely with a network of contacts and resources – are recognized for developing specialized data, research and strategic communications in an efficient, cost-effective manner. Foundations, organizations and corporations, among them Kate B. Reynolds Foundation, Winston-Salem Foundation, Winston-Salem Forsyth County Schools, Family Services, Reynolds American and Allegacy Credit Union, trust in our consistent ability to deliver projects and programs on-time and on-budget.

**BARRIERS (3 POINTS)****E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.**

We have learned from work on prior briefings that lack of clarity, poorly defined requirements, technology gaps, resistance to change and inadequate resources (time) can be barriers to project success. Embracing continuous improvement techniques have helped us to overcome these barriers and will make us better able to achieve success going forward. The positive feedback we have received on Briefings has solidified our commitment to securing funds.

**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:	\$25,000
Number proposed to be served for the year:	97,962
Average City funds per beneficiary:	\$0.26
Proposed funds from all sources:	\$100,000
Number proposed to be served for the year:	97,962
Average total funds per beneficiary:	\$1.02

## F. Required Documents

Completed by adam@forsythfutures.org on 11/22/2019 5:01 PM

Case Id: 10779

Name: Forsyth Futures - 2020/21

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information

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#### Documentation

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

Forsyth Futures Employee Handbook FINAL 12.31.18 (1).pdf

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

FF 990.pdf

**Organization By-Laws \*Required**

FF Bylaws September 2013.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation.pdf

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

Forsyth Futures Employee Handbook FINAL 12.31.18 (1).pdf

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

501c3 Determination Letter.pdf

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

Forsyth Futures 18-19 Audit.pdf

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

**\*Required**

Charitable Solicitation License Nov 15 2018 to Nov 15 2019.pdf

**Other**

*\*\*No files uploaded*

## G. Community Development Only

Completed by adam@forsythfutures.org on 11/22/2019 5:01 PM

Case Id: 10779

Name: Forsyth Futures - 2020/21

Address: \*No Address Assigned

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### G. Community Development Only

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\*\* 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.**

## H. Construction/Rehab Only

Completed by adam@forsythfutures.org on 11/22/2019 5:01 PM

Case Id: 10779

Name: Forsyth Futures - 2020/21

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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
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### 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*

# I. Emergency Shelter Only

Completed by adam@forsythfutures.org on 11/22/2019 5:01 PM

Case Id: 10779

Name: Forsyth Futures - 2020/21

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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
	<b>\$0.00</b>

### Emergency Shelter: Operating Costs

Activity	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
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by adam@forsythfutures.org on 11/22/2019 5:01 PM

Case Id: 10779

Name: Forsyth Futures - 2020/21

Address: \*No Address Assigned

### 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
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

Completed by adam@forsythfutures.org on 11/22/2019 5:01 PM

**Case Id:** 10779

**Name:** Forsyth Futures - 2020/21

**Address:** \*No Address Assigned

---

## Submit

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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.

Adam Hill

Electronically signed by adam@forsythfutures.org on 11/22/2019 5:01 PM