

## A. Organization & Contact Information

Completed by mtountasakis@crossnore.org on 11/22/2019 3:48 PM

**Case Id:** 10654  
**Name:** Crossnore School & Children's Home - CTRC -  
**Address:** \*No Address Assigned

---

### 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

Crossnore School & Children's Home

#### A.2. Project/Program

Crossnore Miracle Grounds Living Lab Platform

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

\$60,000.00

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

\$21,482,421.00

#### A.5. Mailing Address

1001 Reynolda Road Winston-Salem, NC 27104

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

Crossnore School & Children's Home 1001 Reynolda Road  
Winston-Salem, NC 27104

#### A.7. Organization Website

www.crossnore.org

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

1939

#### A.9. Organization Fiscal Year

2020

#### A.10. Federal Tax ID Number

#### A.11. Federal DUNS Number

#### EXECUTIVE DIRECTOR/MANAGER

##### A.12. Name, Title

Mr. Brett A. Loftis, JD - CEO

##### A.13. Email

bloftis@crossnore.org

##### A.14. Phone

(828) 733-4305

#### CONTACT

##### A.15. Name, Title

Ms. Meribeth Robinson

##### A.16. Email

mrobinson@crossnore.org

##### A.17. Phone

(336) 721-7600

#### BOARD CHAIR

##### A.18. Name

Mrs. Katheryn Northington

##### A.19. Term Expiration

12/31/2021

##### A.20. Email

fournorthingtons@gmail.com

##### A.21. Phone

(704) 589-1014

## B. Project Overview

Completed by [mtountasakis@crossnore.org](mailto:mtountasakis@crossnore.org) on 11/22/2019 9:06 AM

**Case Id:** 10654

**Name:** Crossnore School & Children's Home - CTRC -

**Address:** \*No Address Assigned

---

## 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?**

Miracle Grounds Farm on Crossnore School & Children's Home (Crossnore) Winston-Salem campus aspires to co-design and implement a citywide trauma resiliency program that incorporates regenerative agriculture into both our Anchor Farm and Network which is made up of numerous community gardens across the city. Modeled after the Building Community Resilience national program, the program would strive to empower local residents, including those who have experienced trauma and other negative events, with the skills and resources to create and access healthier food choices while also forming resilient neighborhood support networks. Crossnore's Miracle Grounds Farm will serve as the Anchor Farm and main education site through the development of a city-wide Living Lab Platform in conjunction with the Miracle Grounds Network with the goal of building healthy communities through agriculture based regenerative entrepreneurship paired with a trauma resiliency informed curriculum design and health innovation.

The proposed program will specifically focus on the delivery of a robust Curriculum Design initiative that is presently being integrated into Winston-Salem/Forsyth County Schools (WS/FCS) beginning with Kingswood, Career Center, Speas, and South West Elementary through the deployment of several pilot composting programs across the county. Composting is a key component to the proposed curriculum design process as it provides a clear pathway for integrating our experiential education model into various class settings with a specific focus on Soil-to-Food, Soil-to-Fuel and Soil-to-Arts. Using composting and soil as a central linkage between Science, Technology, Engineering, Arts and Mathematics (STEAM), the proposed curriculum takes the student through the supply-chain of all three tracks: Food, Fuel and Arts. Our hope is that as composting continues to be adopted by WS/FCS, this proposed curriculum will scale with it, ushering in an innovative experiential curriculum that gets our kids out of the classrooms and into the real-world, linking gardening to STEAM through composting. To accomplish this, we are proposing the development of a unique soil-centric Curriculum Design process.

At the Career Center, students interact with Soil-to-Food and Soil-to-Fuel by understanding the production processes involved in growing food as well as sunflowers for oil. Food is grown and used at various annual community Story of the Plate Events such as Anthony's Plot Block Party and Christmas for the City that provide a framework for students to understand the connections between soil and community resiliency. Sunflowers are grown and processed for both cooking in Culinary Arts as well as used for making biofuel in Alternative Energies that is in turn used for growing next seasons sunflowers. The Soil-to-Arts component is more easily integrated into school curriculum across the K-12 spectrum and simply takes the student through the process of planting, growing and processing natural dyes that are in turn used in the classroom for creating art. Students are involved in the planting, growing, and harvesting of Food, Fuel and Arts tracks of the curriculum. The foundational component of Crossnore's Living Lab will be the integration of trauma care and trauma resilience education into schools. Funds from the City of Winston-Salem will be used for farm infrastructure and curriculum design as it relates to the proposed county-wide curriculum design initiative.

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

K-12 students will attend regular classes as well as immersive experiences at the Miracle Grounds Farm Living Lab with a specific focus on understanding the integration of a Circular Economy (Soil-to-Food where “all things return to the soil”) and a Bio-Economy (Soil-to-Fuel where “all things come from the soil”) and how together they form a local Restoration Economy (Soil-to-Arts where “all things are restored”). As a part of this immersive experience, students will engage in a wide range of educational experiences through the lens of STEAM with a specific focus on making deep connections with the soil through our unique Story of the Plate (SOP) model that was covered in a Winter 2019 issue of Pain Magazine entitled: "Story of the Plate: How One Community is Striving to Decrease Pain and Create a Healthier City through Urban Farming & Food."

Additionally, students will experience potential career paths that develop marketable job skills, soft skills, and professional skills at the Career Center while connecting to emerging economic development opportunities within the emerging Restoration Economy. Throughout these learning experiences as a part of our SOP model, participants will also receive trauma-informed care education, giving them the tools to understand the trauma they may have experienced and to manage their feelings about those experiences in the healthiest way possible, as well as equipping them to respond to others who may have experienced trauma. We feel that in the present climate of our public schools, this model will provide a timely and appropriate pathway forward for creating more trauma responsive schools in a context that presently carries an implicit fear of potential violence.

**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?**

This model can serve multiple participants at a single time. Classroom engagements will support up to 100 or more students based on enrollment of class for a period of 4 or more months serving a total of 200 or more unduplicated students per year. The immersive workshop experiences at our Anchor Farm can serve 400 or more students per semester, with 2 seasonal classes for a total of 800 or more students, some of which may be duplicated. A minimum of 1 immersive workshop per class, per year will be held with a maximum of 400 or more students per workshop, some of which may be duplicated. The students will be expected to have a general working knowledge of the connections between a Circular Economy (Soil-to-Food) and a Bio-Economy (Soil-to-Fuel) through the lens of the Story of the Plate with an informed understanding of how connecting STEAM and gardening relates to trauma resiliency for both school environments and the city as a whole. Led by the UNC School of the Arts Media + Emerging Technology Lab, the augmented curriculum that will be co-created with teacher and students will play a key role in connecting the Story of the Plate to trauma resiliency.

**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 target demographics for this program are underserved youth, at risk youth and young adults, community members from neighborhoods battling poverty, trauma, and food security. The specific focus for this grant will be youth at Kingswood School located on Crossnore's Winston-Salem Campus along with K-12 students from Winston-Salem/Forsyth County Schools.

**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.**

Many communities in Winston-Salem are dealing with decades of traumatic experiences that have perpetuated the need for healthy relationships and connections. This program seeks to address this issue by incorporating trauma

resilient educational resources into immersive farming experiences that will bring economic, health, and well-being to communities via Crossnore's Living Lab platform. For the purposes of this grant, the main focus of this program will begin with K-12 youth in Winston-Salem/Forsyth County Schools.

## **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?**

Miracle Grounds Network locates economic viability at the intersection of education, health, and food through a Living Lab platform that links soil health to both Social Determinants of Health and Trauma Resiliency. Primarily focusing on K-12 schools, the platform seeks to build a city-wide network of gardens that grow bio-nutrient food through the cultivation of mineral rich soil in accordance with our established SOP model. Co-designing a citywide trauma resiliency literally rooted in our SOP model, Crossnore's Anchor Farm staff will work with Network partners to support the development of a Living Lab Platform (the Anchor Farm and the Garden Network) that seeks to co-build creative solutions by and through a participatory curriculum design process with WS/FCS beginning with Kingswood, Career Center, Speas, South West Elementary and other schools that are a part of the School Health Alliance for Forsyth County. Additionally, this Curriculum Design initiative will foster relationships with other programs that support healthy communities including Providence Culinary Training's new Soil-to-Food curriculum as well as Wake Health Mobile Clinic's new food prescription program - both of which the Anchor Farm and Network play a key role in.

The following describes Network partners that will integrate SOP model into their programs:

? The Wake Forest Baptist Health Mobile Health Clinic seeks to improve the health of uninsured populations by providing community-informed health care in areas with high rates of poverty and food insecurity. The program works with multiple community partners to improve coordination of care. The mobile clinic will work with all partners to coordinate the development of strategic linkages between the proposed Curriculum Design initiative and the mobile clinic's new food prescription program.

? The School Health Alliance for Forsyth County (SHA) is a partner and supporting organization to the WS/FCS. The SHA operates school-based health centers and programs in partnership with our schools and other community health organizations to provide medical and mental health services that promote the health and educational success of school-aged children and adolescents. SHA will assist with scaling the proposed Curriculum Design initiative into their school network along with linking this to the mobile clinic's new food prescription program.

? HOPE of Winston-Salem is a community-based nonprofit organization working at the intersection of children's health and food insecurity. HOPE plans to utilize its transportation, cold storage, and facility assets to execute the procurement, preparation, and distribution logistics for mobile clinic's food prescription program.

? For almost 40 years, Career Center has served as an extension of the regular high school programs. Students maintain their affiliation with their home high schools while completing Career Center courses. Students may take Advanced Placement, Career Technical, Regular Curriculum and some specialty courses here. Career Center offers a challenging academic environment and unique learning opportunities. Career Center will serve as the anchor site for county-wide Curriculum Design initiative.

Other Network members would include: City With Dwellings, Forsyth County Cooperative Extension, Second Harvest Food Bank, Neighbors for Better Neighborhoods, Love Out Loud, and Betty and Jim Holmes Food Bank Garden.

## C. Strategy and Performance

Completed by mtountasakis@crossnore.org on 11/22/2019 4:13 PM

Case Id: 10654

Name: Crossnore School & Children's Home - CTRC -

Address: \*No Address Assigned

---

## 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):

Healthy Environment

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.

Pre and post-exams for knowledge and skills gained through immersive workshops, number of students in immersive experiences, number of schools receiving assistance or participating in workshops or classes, and number of new courses integrated into curriculum design will be utilized for monitoring and evaluating the program.

While it is very unlikely that this program will not achieve its intended goals, the development of the Living Lab model allows Crossnore to adapt impacts to meet other needs across the community. The development of the experiential educational and therapeutic Living Lab farm model can be utilized for new methods of engagement in clinical services for youth in the Winston-Salem community, hosting workshops for Forsyth County Cooperative Extension, area 4-H youth clubs, area community garden clubs, and for educational enrichment programs for WS/FCS.

**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.**

On-site evaluation of school-based community gardens every quarter.

Participant evaluation at every workshop and end of classes.

Survey immersive workshop participants every month for one year.

**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
Immersive workshops for all three tracks: Soil-to-Food, Soil-to-Fuel, and Soil-to-Arts	Host workshops at anchor farm with select schools	This program was officially launched late 2018	Host 4 or more workshops with pilot schools	Host 6 or more workshops and integrate School Health Alliance network
Development and integration of SOP model into school curriculum	Co-create augmented curriculum with pilot schools and School Health Alliance	This program was officially launched late 2018	400 or more participants	400 or more participants
Hold 2 or more SOP community events	Integrate more schools into SOP community events	This program was officially launched late 2018	100 or more participants	150 or more participants

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

This is a recently launched program offered by Crossnore School & Children's Home. Over the course of 2018-19 we have had several successes including:

December 21st, 2018: Christmas for the City Story of the Plate event closed the loop for the first time by using compost captured from previous year to grow healthy salad greens for 3000+ participants. 40+ WS/FCS students were involved in the entire SOP model from planting to harvesting.

February 1, 2019: Official announcement of the SOP model with the publication of the "Story of the Plate: How One Community is Striving to Decrease Pain and Create a Healthier City through Urban Farming & Food," featured in national Pain Magazine.

March 22nd - 24th, 2019: Breath and the Clay Story of the Plate event closed the loop for the first time by using compost captured from previous year to grow healthy food for event presenters, artists and musicians.

June 6th, 2019: First annual 2019 Health Innovation Challenge held on campus with core partners. There were 100+ in

attendance including students from Kingswood School and residential children living at Crossnore.

August 27th, 2019: Held Story of the Plate launch event for city-wide composting. This event was covered by the Winston-Salem Journal in a piece entitled "Groups Partner in New Composting Program in Winston-Salem."

September 30th, 2019: Miracle Grounds Farm held an immersive workshop with 150+ students from Southwest Elementary as a part of our Soil-to-Arts track. This event was covered by Fox 8 News in piece entitled "Students Find Arts in Nature at Miracle Grounds in Winston-Salem."

October 21st, 2019: Miracle Grounds Farm held an immersive workshop with Career Center Culinary Students as a part of our Soil-to-Food track planted healthy salad greens for the 2019 Christmas for the City as an ongoing project for integrating the SOP model into broader city-wide networks. This event was covered by WS/FCS "Headlines" entitled "Culinary Arts Students Take the First Step in 'Soil-to-Food' Journey."

Privately funded Urban Farm position for two east Winston-Salem community gardens. This program was supported unanimously by Minister's Conference of Winston-Salem and Vicinity.

In collaboration with and funded by the Twin City Garden Club, 100+ volunteers built the food forest and educational garden located at our Anchor Farm.

Building a Health Innovation coalition with Wake Forest Baptist Health's new Mobile Health Clinic, HOPE, and the School Health Alliance for Forsyth County.

Launched an innovative Curriculum Design initiative with Providence Culinary Training and multiple restaurants across the city of Winston-Salem that is rooted in our SOP model in collaboration with Crossnore's Center for Trauma Resilient Communities.

Held numerous Soil-to-Food immersive workshops with the residential children living at Crossnore.

Obtained seed funding from Novant Health for integrating our SOP model into Crossnore Day Treatment services as well as our emerging WS/FCS network of schools.

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

In collaboration with Bionutrient Food Association, Media + Emerging Technology Lab (METL), Institute for Regenerative Design & Innovation and Shift Creative Agency our core team and Crossnore will launch a Curriculum Design process for co-creating a novel Living Lab platform for integrating into multiple urban agriculture projects across Forsyth County with a specific focus on WS/FCS. This will include augmenting existing infrastructure at our Anchor Farm with a specific focus on launching the Soil Lab that will link all three of our core tracks: Soil-to-Food, Soil-to-Fuel and Soil-to-Arts. As a part of this Curriculum Design process, Bionutrient Food Association will co-design our Soil Lab so that students and other city participants can learn about how to build living soil. Both METL and Shift Creative Agency will co-develop a unique augmented curriculum in collaboration with participating schools with the primary co-creative driver being both teacher and student feedback. This augmented curriculum is already underway and is presently be integrated into Career Center and Kingswood School classes.

## D. Organizational Capacity

Completed by mtountasakis@crossnore.org on 11/22/2019 4:27 PM

Case Id: 10654

Name: Crossnore School & Children's Home - CTRC -

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?**

Overview:

Crossnore School & Children's Home is a non-profit child welfare and behavioral health organization serving children and families in crisis from across the western North Carolina mountains to the Piedmont Triad Region. With three locations— two residential campuses (one in Avery County and one in Winston-Salem) and a satellite office in Hendersonville— Crossnore is a nationally certified trauma-informed organization serving as a leader in the human services arena for implementing this organizational model and for providing a continuum of trauma-informed direct services to some of the state's most underserved populations. Each year Crossnore's growing services help hundreds of adolescents heal from childhood trauma, but there are always more children and families in need of help. With over one hundred years of experience in caring for hurting children, Crossnore is positioned to become the premier provider of children's services in western North Carolina.

Mission Statement:

The mission of Crossnore School & Children's Home is to grow healthy futures for children and families by providing a Christian sanctuary of hope and healing.

Services provided:

- \* Residential, group foster care with on campus medical care for children and young people ages 1 to 21 (Avery, Winston-Salem)
- \* Educational services including a K-12 public charter school (Avery) and Day Treatment services (Winston-Salem)
- \* Adventure Based Counseling (Avery, Winston-Salem)
- \* Youth in Transition- aftercare for foster youth transitioning to adulthood (Avery, Winston-Salem)
- \* Recruiting, training, licensing, and supervision of single family foster homes and therapeutic foster homes in the community (Avery, Hendersonville, Winston-Salem)
- \* Adoption services (Avery, Winston-Salem)
- \* Outpatient clinical services including trauma focused - cognitive behavioral therapy for residential and community children, families, and school-based clients (Avery, Hendersonville, Winston-Salem)
- \* Community trauma-informed care training and consultation provided through Crossnore's new Center for Trauma Resilient Communities (Avery, Hendersonville, Winston-Salem)

How this project helps advance Crossnore's mission:

Working with at risk youth through summer internships and Crossnore's Youth in Transition clients assists young adults in building life skills and trauma resilience. The program involves community, addresses community trauma, and focuses on building resiliency in communities that have high poverty rates, poor food access, and limited economic development opportunities. By building knowledge, skills, and opportunities, this program allows community members to become community leaders. Community garden network supported by Crossnore will address community trauma helping create trauma resilient communities. Crossnore's Living Lab will directly, and indirectly through partnerships with Baptist Health, Novant Health, Providence Food HUB, and Community gardens, literally build healthy futures for children and families through reconnecting souls to the soil.

## **FUNCTION (5 POINTS)**

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

The Children's Home in Winston-Salem, NC was founded in 1909. The Crossnore School in Crossnore, NC was founded in 1913. In January 2017, The Crossnore School merged with The Children's Home to become Crossnore School & Children's Home.

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

Crossnore plays a vital and unique role in offering a full continuum of trauma-informed care to some of North Carolina's most disadvantaged children, teens, young adults, and their families. Providing hope and healing from the effects of trauma, Crossnore is helping break intergenerational cycles of poverty, homelessness, early pregnancy, addiction, educational failure, early mortality, and abuse that exist in families across the western half of this state. Crossnore believes traumatized children can heal, learn, and develop healthy attachments with expert interventions. Research shows this type of support helps children's brains heal and reduces the effects of trauma allowing children to grow into happy, healthy, adults.

Crossnore provides safe and loving homes, medical care, and trauma focused clinical therapy to vulnerable children who've been removed from their families living in Alamance, Davidson, Davie, Forsyth, Guilford, Randolph, Rockingham, Rowan, Stokes, Surry, and Yadkin counties.

Crossnore provides the only day treatment (DTX) program in Forsyth County and is one of the largest non-residential DTX programs in the state. Crossnore's partnership with Winston-Salem/Forsyth County Schools continues to grow as Kingswood School has expanded to add K-5th grades to its student body that formerly consisted of students in grades 6-12. DTX works with Winston-Salem's most at risk children. Students approved for the program are struggling with mental, emotional, and behavioral challenges that make it difficult for them to succeed at school and in their homes and communities. DTX therapists work with students and their families and provide 24/7 on-call assistance. Children who succeed in DTX programs avoid being institutionalized making Crossnore's DTX services both a critical and valuable asset to the Winston-Salem area.

Many outpatient therapy services offered to Crossnore's residential children are also available to members of the Winston-Salem community—Trauma Focused-Cognitive Behavioral Therapy, Dialectical Behavioral Therapy, individual and family counseling, and group therapy. Referrals are accepted from Winston-Salem/Forsyth County schools and the Forsyth County Department of Social Services. Licensed clinical therapists help children and families learn new strategies to address challenges, break ineffective patterns, evaluate difficult decisions, and overcome obstacles in order to lead a more fulfilling life together.

Crossnore has school-based therapists working with students in 10 Winston-Salem/Forsyth County schools.

Crossnore School & Children’s Home is changing the landscape of the child welfare system in western North Carolina.

**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 Triad Region	Supervises Miracle Grounds Farm and Network staff	40	0.00 %
Miracle Grounds Network Coordinator	Oversees Miracle Grounds Network activity	40	0.00 %
Miracle Grounds Anchor Farm Coordinator	Oversees Miracle Grounds Anchor Farm activity	29	0.00 %

**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
Brett Loftis	CEO	\$250,000.00	0.00 %
Caroline Hart	Deputy Director	\$130,000.00	0.00 %
Tanya Blackford	Executive Director Western Region	\$90,000.00	0.00 %
Meribeth Robinson	Executive Director Triad Region	\$122,861.00	0.00 %
Angelina Spencer	Executive Director Mountain Region	\$122,861.00	0.00 %
Kenny Cook	Chief Facilities Officer	\$86,421.00	0.00 %
Teresa Huffman	Chief Financial Officer	\$122,861.00	0.00 %
Jenny Taylor	Chief People Officer	\$109,484.00	0.00 %
Sarah Norris	Child Welfare Director	\$89,300.00	0.00 %
Johannes Steffin	Clinical Director	\$85,000.00	0.00 %

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

**Organizational Chart \*Required**

Crossnore Organizational Chart 11.22.19.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.**

Crossnore School & Children’s Home (Crossnore) does not and shall not discriminate on the basis of race, color, religion (creed), age, national origin (ancestry), disability, gender expression, sexual orientation, veteran status or military status or any other status protected by federal, state, or local laws, in any of its activities or operations.

Crossnore is committed to the principles of equal employment, complying with all federal, state, and local laws

providing equal employment opportunities, and all other employment laws and regulations. It is Crossnore's intent to maintain a work environment which is free of harassment, discrimination, or retaliation because of age (40 and over), race, color, national origin, ancestry, religion, sex, pregnancy (including childbirth, lactation, and related medical conditions), physical or mental disability, genetic information (including testing and characteristics), veteran status, uniformed service member status, or any other status protected by federal, state, or local laws. Crossnore is dedicated to the fulfillment of this policy in regards to all aspects of employment, including but not limited to recruiting, hiring, placement, transfer, training, promotion, rates of pay, and other compensation, termination, and all other terms, conditions, and privileges of employment. These activities include but are not limited to, selection of board members, volunteers, and vendors, and provision of services.

Crossnore is committed to providing an inclusive and welcoming environment for all. Crossnore’s leadership team accepts the responsibility for ensuring that all hiring practices are applied consistently and equitably. To further show support for hiring practices, Crossnore has outlined valuing its people as its greatest resource as a Strategic Goal for 2017 - 2020. This goal includes building a culture of excellence, developing and implementing a staff recruitment and retention plan, as well as conducting a full evaluation of staff compensation to include benefits.

Crossnore continues to use recruiting practices that strive to achieve outreach to culturally diverse groups. Crossnore utilizes social media for recruiting (such as Indeed and Houseparent Network), and occasionally uses area newspapers (such as The Chronicle) and local Chambers of Commerce. Crossnore utilizes an Applicant Tracking System, which posts to 20 or more diverse job boards, and participates in local recruiting events sponsored by colleges/universities (including historically black owned colleges such as Winston-Salem State University) and organizations (such as Winston-Salem Urban League).

Cultural competency requirements are incorporated into each job description.

Crossnore offers an Employee Referral Program which rewards staff for recruiting qualified applicants to join the team.

**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	8	2	1	27	5	2
Professionals	15	4	2	35	8	2
Technicians						
Office/Clerical				4	2	1
Laborers/Service Workers	34	8	2	42	7	7

**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				1		
Professionals	1			1		
Technicians						
Office/Clerical				2		
Laborers/Service Workers	8	1		20	3	2

D.8.

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

Board of Trustees 09.09.19.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

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."**

Implementation can and will occur quickly because of the commitment from Network partners to engage in curriculum design process. The design of the farm along with curriculum design will be accomplished during on-site workshops that will continue as part of the immersive experiences and utilized in classes.

**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?**

Crossnore School & Children's Home does not and shall not discriminate on the basis of race, color, religion (creed), age, national origin (ancestry), disability, gender expression, sexual orientation, veteran status or military status or any other status protected by federal, state or local laws, in any of its activities or operations. Crossnore is dedicated to fulfillment of this policy in regard to all aspects of employment, including but not limited to recruiting, hiring, placement, transfer, training, promotion, rates of pay and other compensation, termination and all other terms conditions and privileges of employment. These activities include but are not limited to, selection of Board members, volunteers, and vendors, and provision of services. Crossnore is committed to providing an inclusive and welcoming environment for all.

## E. Cost Effectiveness

Case Id: 10654

Name: Crossnore School & Children's Home - CTRC -

Address: \*No Address Assigned

Completed by mtountasakis@crossnore.org on 11/22/2019 4:08 PM

---

### 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	\$14,561,867.00	\$0.00	\$0.00
Fundraising	\$418,948.00	\$0.00	\$0.00
Management and General	\$6,501,606.00	\$0.00	\$0.00
	<b>\$21,482,421.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$10,492,507.00	\$0.00	\$0.00
Employee Benefits	\$2,585,735.00	\$0.00	\$0.00
Facility Rent and Utilities	\$592,899.00	\$0.00	\$0.00
Training and Conference Registration	\$257,000.00	\$0.00	\$0.00
Membership and Dues	\$350,000.00	\$0.00	\$0.00
Travel and Transportation	\$147,545.00	\$0.00	\$0.00
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	\$180,530.00	\$0.00	\$0.00
Other Operating Expenditures	\$6,876,205.00	\$0.00	\$0.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	<b>\$21,482,421.00</b>	<b>\$0.00</b>	<b>\$0.00</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	\$0.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$2,056,909.00	\$0.00	\$0.00
Federal Government	\$213,860.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$800,000.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$6,860,173.00	\$0.00	\$0.00
Foundation Grants	\$0.00	\$0.00	\$0.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$8,827,100.00	\$0.00	\$0.00
	<b>\$18,758,042.00</b>	<b>\$0.00</b>	<b>\$0.00</b>

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

Included in "Other Operating Expenditures" is a depreciation of \$2,344,344.

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		\$0.00
2018		\$0.00
2017		\$0.00
2016		\$0.00
2015		\$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
Bionutrient Food Association: Consultation for integrating regenerative agriculture into both anchor farm and community garden network	\$10,000.00	\$0.00	
Media + Emerging Technology Lab: Co-developing soil lab digital curriculum	\$15,000.00	\$0.00	
Institute for Regenerative Design & Innovation: Project management	\$15,000.00	\$0.00	
Shift Creative Agency: 2 to 3 videos for anchor farm and network curriculum	\$10,000.00	\$0.00	
Soil Lab: Finalize	\$10,000.00	\$0.00	

build out of soil lab and full integration into county-wide curriculum design initiative			
	\$60,000.00	\$0.00	

**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.**

This funding would support our newly established program offered by Crossnore School & Children's Home. Previous funding from the City of Winston-Salem, in 2007 and 2009, was used to support My Aunt's House, which at the time was Forsyth County's only residential program for homeless teenage mothers and their children. My Aunt's House closed in December 2012 when a \$1 million federal grant was not renewed. The program was started in 2007 to help teenage girls who left or were forced out of homes that were unsafe or had intense family conflict. The program served about 40 teens during its five years of operation.

**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 Living Lab platform, has built into the program, connections to restaurants and other partners that will purchase produce and other products produced by the program as part of the economic development model that will assist leveraging funds to sustain the program. Implementation of the Living Lab will also provide assistance in leveraging funds through developing sponsor partners that will assist with continued funding. Emerging partnerships with organizations has demonstrated interest in the development and sustainability of this program and will be vital in building community support for long term economic viability.

**BARRIERS (3 POINTS)**

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

One potential barrier may be connecting to target demographics for the immersive workshops. Crossnore's Youth in Transition program will be instrumental in bridging the relationship needed for the at risk youth that would benefit from this program.

**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:	60000
Number proposed to be served for the year:	1400
Average City funds per beneficiary:	42.86
Proposed funds from all sources:	60000
Number proposed to be served for the year:	1400
Average total funds per beneficiary:	42.86

## F. Required Documents

Completed by mtountasakis@crossnore.org on 11/22/2019 4:09 PM

**Case Id:** 10654

**Name:** Crossnore School & Children's Home - CTRC -

**Address:** \*No Address Assigned

---

## F. Required Documents

---

Please provide the following information

---

### Documentation

---

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

Ethics Statement.pdf

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

Crossnore School 990 FY18.pdf

**Organization By-Laws \*Required**

Organization By Laws.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation.pdf

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

Employee Handbook 2017.pdf

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

IRS determination letter.pdf

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

2018 Audit.pdf

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

**\*Required**

NC Secretary of State.pdf

**Other**

HOPE 2018 annual report.pdf

## G. Community Development Only

Completed by mtountasakis@crossnore.org on 11/22/2019 11:40 AM

Case Id: 10654

Name: Crossnore School & Children's Home - CTRC -

Address: \*No Address Assigned

---

### 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.**

## H. Construction/Rehab Only

Completed by mtountasakis@crossnore.org on 11/22/2019 11:40 AM

**Case Id:** 10654

**Name:** Crossnore School & Children's Home - CTRC -

**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

---

**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 mtountasakis@crossnore.org on 11/22/2019 11:40 AM

**Case Id:** 10654

**Name:** Crossnore School & Children's Home - CTRC -

**Address:** \*No Address Assigned

## 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
	<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 mtountasakis@crossnore.org on 11/22/2019 11:40 AM

Case Id: 10654

Name: Crossnore School & Children's Home - CTRC -

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 mtountasakis@crossnore.org on 11/22/2019 4:29 PM*

**Case Id:** 10654

**Name:** Crossnore School & Children's Home - CTRC -

**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.**

Marica Tountasakis

*Electronically signed by mtountasakis@crossnore.org on 11/22/2019 4:29 PM*