

## A. Organization & Contact Information

**Case Id:** 11189  
**Name:** Triad RJ - Impact Circles - 2021/22 - 2021/22  
**Address:** \*No Address Assigned

Completed by valerie@triadrj.org on 11/20/2020 4:47 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**

Triad Restorative Justice

**A.2. Project/Program**

Impact Circles

**A.3. FY 2021-22 Funding Request Amount**

\$5,000.00

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

\$180,000.00

**A.5. Mailing Address**

380-H Knollwood St. #109 Winston-Salem, NC 27103

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

TBD Winston-Salem, NC 27103

**A.7. Organization Website**

www.TriadRJ.org

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

2017

**A.9. Organization Fiscal Year**

Jan 1-Dec 31

**A.10. Federal Tax ID Number**

**A.11. Federal DUNS Number**

**EXECUTIVE DIRECTOR/MANAGER**

**A.12. Name, Title**

Valerie Glass, Executive Director

**A.13. Email**

valerie@triadrj.org

**A.14. Phone**

(336) 422-6450

**CONTACT**

**A.15. Name, Title**

Valerie Glass, Executive Director

**A.16. Email**

valerie@triadrj.org

**A.17. Phone**

(336) 422-6450

**BOARD CHAIR**

**A.18. Name**

Rev. Robert Leak, III

**A.19. Term Expiration**

12/31/2020

**A.20. Email**

robertleakiii@gmail.com

**A.21. Phone**

(336) 422-6450

## B. Project Overview

Completed by valerie@triadrj.org on 11/20/2020 9:01 AM

Case Id: 11189

Name: Triad RJ - Impact Circles - 2021/22 - 2021/22

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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?**

Triad RJ is requesting \$5000 seed money for "Impact Circles" a new youth alternative-justice/diversion program. This program is specifically aimed at youth most impacted by the new "raise the age" legislation taking effect December 1, 2019 which sends 16 and 17 year-old youth to the juvenile system instead of the adult courts. The Impact Circles program provides an alternative to Juvenile Court for mostly first-time low and mid-level offenders who accept responsibility for their actions. The program is a pro-social, positive alternative justice intervention addressed to meet the needs of at-risk youth aged 15-18.

Impact Circles utilize the principles of restorative justice to repair the harm caused by an offense. The circle process is a structured and facilitated discussion between individuals most impacted by the offense, including the offender(s), the victim(s), family members, other community members involved (school personnel, neighbors, law enforcement, etc.) and support people for the victims and offenders. A panel of community representatives will also participate in the circle discussion. These individuals are a mix of youth and adults who have been trained in restorative justice to represent the needs and commitment of the community in the restorative process.

The process is led by trained TRJ staff. The discussion results in a "repair agreement" – a detailed plan, developed and agreed to by the participants, of rehabilitative measures and sanctions the offender will take to make amends and be accountable for the impact of their behavior. Upon completion of the repair agreement (approx. 90 days), a final report circle will be called in order to report out on the completed agreement.

Significantly, as stated, this program is designed as diversion program in which it is possible for charges to be dropped on youth involved in the juvenile justice system upon completion of the program. For school-based referrals, completion of the program could serve as an alternative to exclusionary and punitive discipline approaches.

Community objectives/goals are to:

- provide an alternative to Juvenile Court for low and mid-level offenders
- respond to inappropriate behavior and minor violations of the law in a timely, respectful and pro-social manner
- provide an opportunity for victims to meaningfully participate in a justice process that centralizes their needs and concerns
- effectively coordinate local resources (including the school systems, law enforcement, juvenile justice, district court, and the community) to provide an effective diversion program

Participant/youth objective/goals are to:

- promote accountability and responsibility for behavior
- increase empathy through increased perspective taking

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- encourage (re-)integration of the offender into the community
- empower victim(s)
- reduce subsequent involvement in delinquent or undisciplined behavior
- associate youths with positive peers and adult role models who exemplify pro-social community values and respect for authority

Impact Circles receives funding from the Department of Public Safety through the Juvenile Crime Prevention Council. A requirement for this funding is to provide a 30% match from local resources. The \$5,000 seed funding would go towards our 30% local match.

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

Though the Impact Circles program is open to anyone seeking an alternative approach to addressing a crime, misbehavior or conflict, we anticipate our referrals to primarily come from Juvenile Court Counselors, Schools, School Resource Officers (SROs), and schools.

Once a referral has been accepted, TRJ completes an intake with the offender and, in collaboration with the referring organization, identify other potential participants - victim(s), family members, and other community members impacted. These participants are invited to join the program through either a phone call, personal visit, or email. Victims are given options to participate at a level that is comfortable to them, which may include joining the Circle in person, sending a surrogate, or offering a victim impact statement. Impact Circles are scheduled on a monthly basis, or more frequently as needed.

Both victims and offenders derive beneficial outcomes by being part of Impact Circles. Victims are provided the opportunity to express to the offender their thoughts and feelings - pain, disappointment, fear, anger – surrounding the incident. From the offender they can gain a better understanding of additional context and circumstances surrounding the incident that may have been missing or misunderstood. Victims voice specific requests for amends/reparations for the harm done and they work together with the offender and others to determine an acceptable, official “repair agreement”

Benefits to the offender include a greater sense of accountability, increased empathy, pro-social interactions with others, and a deeper understanding of the harm they caused. As well, often a powerful unanticipated benefit can occur in the Circle process when the offender is given the opportunity to share their story, which often uncovers underlying needs that can also be addressed during the process. Offenders are given full agency to hold themselves accountable for their actions by actively contributing to the development of the official repair agreement and by completing the terms of the agreement. This can be an empowering experience in stark contrast to the experience of court/judge determined sanctions. The result is an offender who is accountable for their actions and has a stronger connection to their community. Again, this is in contrast to a more traditional, punishment-based justice approach in which offenders are often left feeling shamed, isolated and disconnected.

The entire Circle process, including the completion of the repair agreement, is constructed to facilitate the healing of individuals as they move forward after a crime. The process empowers all participants involved because the final response to the offense is not determined by an external governing body, but by those who are most directly impacted by the aftermath of the offense.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

**Average Number of Participants Served at a Single Time**

10

**Maximum Number of Participants to Be Served at a Single Time**

20

**Unduplicated Total Number of Participants to Be Served During the Program Year**

40

**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.**

Impact Circles will primarily serve youth ages 11-18 in Forsyth County who either 1) have complaints (charges) filed against them in juvenile court, or 2) have been involved in an incident of wrongdoing at school or in the community. To get an understanding of the demographics of the youth we anticipate serving, we can look at the statistics for youth in NC who have had charges filed in juvenile court, and youth in Forsyth County who have had charges filed based on incidents occurring at school. We can expect a similar demographic when the system is extended to 16 and 17 year olds.

From the 2018 NC Juvenile Justice Annual Report:

Percentages of those with complaints (23,580 total for NC)

75% Male

25% Female

52% Black

10% Hispanic

34% White

4% Other races or multi-racial

From internal 2016 NC Dept. of Juvenile Justice data request for Forsyth County

Percentages of those with school-based complaints

61% Black

23% Hispanic

13% White

3% Other races or multi-racial

We can also look at suspension data in the Winston-Salem/Forsyth County Schools, which already includes 16 and 17-year-olds in the data.

2016-17 Percentage of Suspension Days for WS/FCS

61% Black

20% Hispanic

13% White

5% Other races or multi-racial

According to these statistics, there is an overwhelming disproportionate representation of Black and Hispanic youth in both our juvenile justice and school discipline processes. The disparity with Black and Hispanic youth in school-based incidents is made even more apparent when you consider that Black students comprise only 29% of our total school population, and Hispanics represent only 26% of the school population. That means a larger percentage of the actual number of total Black and Hispanic youth in school are being caught up in school-based actions.

**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.**

Impact Circles originated in early 2020 after the Forsyth County Juvenile Crime Prevention Council (JCPC) indicated a need for new programming, especially restorative justice programs, to accommodate the expected increase of 16 & 17 year olds entering the juvenile justice system as a result of the Raise the Age legislation. According to information provided by the JCPC, The Forsyth County Juvenile Court Counselors served approx. 600 youth on average each year. They anticipated an increase of about 300 youth entering the juvenile justice system over the course of a year with Raise the Age. Mediation programs, such as Impact Circles, were requested as an approach to meet this need.

There is an increasing awareness that punishment-based responses to crime and misbehavior are not effective, especially with youth offenders. Several recent research studies have demonstrated that suspending students greatly increases their risk of dropping out of school and becoming justice-involved. Likewise, youth who spend time in a detention center are more likely to re-offend compared to justice-involved youth who participate in an alternative justice process. Currently 16 and 17-year-olds in NC are treated as adults in the court system, but when Raise the Age legislation is enacted in Dec 2019, those youth will be diverted to the juvenile justice system, increasing the case load of our juvenile court system. Impact Circles is open to youth ages 15 and older to specifically meet the increased need for community diversion/intervention programs for these older youth.

We hope to work with the local schools in their efforts to reduce suspensions and other exclusionary discipline approaches. At this time, all of the schools who have reached out to TRJ for help have been Title I schools, which demonstrates that under-resourced schools recognize this issue needs to be addressed and they are finding solutions with restorative justice approaches.

We know there is a significant racial disparity gap in disciplinary actions given in our schools. According to a 2019 report by the Youth Justice Project, Black students are 6 times more likely to be suspended than white students in Forsyth County. This is a national trend not unique to our city, and studies have shown this discrepancy is not due to more black students misbehaving, but rather due to an imbalance in how these incidents are handled. This is a complicated issue in our society and restorative justice is not a simple solution, but it is one step among many that schools can take to start to rectify the damage caused by these discrepancies. We believe a positive, pro-social, non-shaming, restorative justice approach, as prescribed in the Impact Circles program, should be a disciplinary option available to all youths in our schools.

Additionally, the Impact Circles process is unique in our community. It provides a direct role for the victim to meaningfully contribute to the outcome of the justice process. Victims are often given opportunities to share their thoughts and concerns in the traditional justice system, but ultimately the decision-making power is held by district attorneys, judges and juries. Restorative Justice centers around what the victim needs for healing, not only what the State requires to uphold the law.

**COLLABORATION (6 POINTS)**

**B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will**

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**impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?**

We are collaborating with several other organizations for this project.

The Forsyth County Dept. of Juvenile Justice (DJJ) is a key source for referrals to our program. We have been working with the DJJ and their court counselors already with Impact Circles and other programs. We will be working with schools in the WS/FCS to develop a process for school-based referrals. We also hope to work with SROs and other local law enforcement officials for referrals.

Our partnership with the Restoring Youth Coalition of NC (RYCNC) is essential to our program implementation. The RYCNC is a coalition of mediation and restorative justice centers across NC focused on developing high quality and high impact restorative programs for juvenile justice. A handful of other organizations in other NC counties are also developing programs based on the Impact Circle model, and we have partnered with these organizations for trainings, program design and implementation support. The RYCNC is working on developing benchmarks and evaluation tools for restorative programs, which we will be able to use to measure program quality and impact.

Funding through the Juvenile Crime Prevention Council (JCPC) will provide oversight through the entire project. JCPC-funded programs are monitored twice a year. Program data is collected through their database, NCALLIES, and referred youth are tracked for further DJJ involvement to determine recidivism rates.

The School-Justice Partnership is a developing collaboration between the courts, schools, law enforcement and community programs tasked to address the school-to-prison-pipeline. Triad RJ has been invited to be part of this collaboration of stakeholders, which is a vital resource for community accountability in our programs, and also for establishing formal and informal networks with other leaders and organizations working toward the same goals.

# IDIS Setup

No data saved

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## IDIS Setup

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Please provide the following information

**Project Name**

**National Objective**

**Activity Number ID**

**HUD Activity Code**

**Project Description**

**Accomplishment Type**

**Initial Application Date**

**Service Area**

**Ward**

**Census Tract(s)**

**Block/Group**

**MWBE**

## C. Strategy and Performance

Completed by valerie@triadrj.org on 11/20/2020 3:35 PM

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Address: \*No Address Assigned

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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):**

Safe and Secure Community

**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 the stated program goals provided in C.5. are not achieved.**

Programs funded by the Juvenile Crime Prevention Council (JCPC) are subject to monitoring visits twice a year. Triad RJ also conducts internal monitoring procedures to ensure that the program is getting the resources and support needed to be successful. Circle participants are asked to complete a survey after every circle. This survey is designed to capture qualitative information about the process and the program. The Impact Circle Coordinator and TRJ's Director meet periodically to review the surveys and make any adjustments when needed. They also review quantitative data about referrals and repair agreement completion.

Each circle will have its own evaluation process. Post-surveys are given to every participant immediately after the circle is completed. These surveys seek feedback on how participants felt about the process. Our program coordinator maintains contact with the offender until the terms of the repair agreement have been completed. At that time, the youth reports back to the coordinator regarding their experience completing the terms of the agreement. This final



interview provides an informal summative evaluation of the growth and progress made by the youth through the program.

When goals are not being met, the Executive Director works with the Program Coordinator to identify area(s) of concern. If needed, they collect additional information and speak directly with referral sources, community representatives, or youth to determine what adjustments need to be made in order to have the most positive impact in the community.

**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.**

Data from the referrals is collected in NCALLIES, the database used by programs funded through the JCPC. This database helps us track the youth by risk score (determined by the NC Assessment of Juvenile Risk of Future Offending instrument which is administered by the Dept. of Juvenile Justice or by Triad RJ staff), as well as other demographic information.

We will also be gathering data to track our progress towards our overall goals. Quarterly reports will include:

- # of referrals received
- # of circles held
- # of repair agreements written
- # of repair agreements completed
- summaries from the post-surveys collected

Impact Circles tracks participants through each stage of the program. Triad RJ will maintain files for each referral which include intake forms, progress notes, the written repair agreement and final reporting documentation. The Program Coordinator uses these forms to document the process from initial conversations with individuals through the completion of the terms of the repair agreement and the final report circle.

Post-circle surveys are collected and reviewed for both program evaluation and to provide insight for the case management of individual youth. These surveys are reviewed after each circle, and results will be compiled for quarterly reviews as well.

Along with personal discussions and observations with the coordinator and volunteer community representatives, the director reviews these forms and surveys when monitoring the progress of each referral.

**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.**

**Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.**

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
For youth offenders	Program coordinator	n/a	85% of youth are	75% of youth will

to demonstrate accountability for the harm they have caused others	will conduct intakes with the youth, develop a detailed repair agreement, monitor repair agreement completion, conduct final evaluation		satisfactorily completing their repair agreements	satisfactorily complete their repair agreement
To support Winston-Salem's efforts to build a safer city though lower recidivism rates, reduced case loads in the judicial system and more cost effective approaches to crime	Program coordinator will receive referrals from juvenile justice, schools and law enforcement, organize intakes & circles in a timely manner, keep accurate files for each youth, report progress to appropriate sources, track subsequent justice involvement/ recidivism rates	n/a	15 youth offenders will participate in an Impact Circle (unduplicated, estimate reduced due to impact of Covid-related restrictions)	40 youth offenders will participate in an Impact Circle (unduplicated number of participants served)
For circle participants to develop their capacity for empathy	Program coordinator will facilitate circle discussions that provide a safe enough space for participants, especially offenders, to attempt to take the perspective of others/victims in the group; to engage in honest, meaningful dialogue and to develop a shared vision for a positive outcome.	n/a	91% of circle participants report positively on indicators of empathy in post-circle surveys & discussions	80% of circle participants will report positively on indicators of empathy in post-circle surveys and discussions

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	0	0
FY 20-21 Current Year Projected Results	20	20

FY 21-22 Next Year Anticipated Results	40	40
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**C.6. FY 19-20 Program Accomplishments**

Impact Circles launched in March 2020, about a week before schools closed down due to Covid-19 concerns. We quickly adapted to the situation to provide virtual services. We reached out to other restorative justice programs across the country to build an understanding of best practices for virtual circles, and made sure our coordinator received additional training to facilitate these virtual circles. We were able to continuously provide services for the youth referred to our program, while adhering to Covid-19 safety precautions.

**C.7. FY 21-22 Key Objectives**

For our FY 2021, our key objectives as a program include:

- Establishing an official relationship with the WS/FCS district for school-based referrals
- Establishing an official relationship with the FCSO School Resource Officers for referrals
- Developing a pathway to train community volunteers to serve as circle facilitators and thus expand our capacity to serve more youth

## D. Organizational Capacity

Completed by valerie@triadrj.org on 11/20/2020 3:54 PM

Case Id: 11189

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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?**

Our mission is to advance peace, equity and trust within our community by responding to conflict, crime and injustice with effective restorative practices, education and community building. We accomplish this purpose by providing programs and trainings that focus on strengthening relationships and respectfully engaging all voices as the core-values to community building, problem solving and responses to wrong-doing and crime in our society.

Our training & consulting programs work with community groups and schools to support transforming school or organizational culture shifts toward a more restorative community, which includes developing alternative approaches to exclusionary discipline techniques, such as suspensions. Our community programs work with both adults and youth to connect people in the community in positive relationship building and promote deeper discussions on tough issues such as racism, poverty, education, police relations, etc. Our justice programs provide ways to respond to juvenile crime and school infractions in our community which support accountability, growth and positive community relationships.

The seed funding from the City of Winston-Salem will support our youth justice programs, which directly advances our mission by providing opportunities to hold youth accountable for the impact of their actions in a process that strengthens the connection they have to the community, rather than stigmatizing and excluding them from healthy community relationships.

#### FUNCTION (5 POINTS)

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

4 years

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

By training people and organizations in restorative processes, we are helping citizens develop skills necessary for handling conflict in a way that addresses the issues, engages those who are impacted by the conflict, and focuses on strengthening relationships through the process. This can result in a reduction of conflict and an increase of respectful conversations throughout the community. We also believe that healthy relationships and strong connections to the community are stabilizing forces for individuals, and they provide a network of support during difficult times.

In our justice programs, we anticipate reductions in crime and recidivism based on the results of similar programs in other cities. In one analysis of 19 different restorative conferencing programs, researchers found a 26% greater reduction in recidivism compared to traditional justice approaches. We are also involved in the development of the School-Justice Partnership led by Judge Hartsfield, which seeks to reduce the school-to-prison-pipeline. Current approaches to school-related misbehavior and crime (suspensions, expulsions, arrests) are not effective in changing a youth's behavior and most often lead to more serious crimes and justice involvement down the road. Restorative justice programs help to address the core issues of a conflict and identify what is needed for a youth to make positive

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changes in their life. A safer community is beneficial for all citizens and reduces the burden on our local law enforcement and justice system.

Our work with schools focus on developing a restorative school culture, as well as providing restorative responses to discipline. Studies from schools in Oakland, Pittsburgh and other areas have demonstrated that restorative practices reduce suspensions and improve graduation rates. We have trained educators from at least 14 schools and youth programs in Winston-Salem, and we advocate with school and community leaders for strategic and thoughtful implementation of restorative practices in the district.

We have received support from many segments of the Winston-Salem community, including collaborations with United Way Place Matters, Mental Health Association of Forsyth County, Neighbors for Better Neighborhoods, the Justice Collective, Action4Equity, as well as several individuals and faith communities who share a personal concern for justice and peace in our community.

**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
Impact Circles Coordinator	Receives referrals from juvenile court counselors, SROs and school officials Completes intakes with youth and their parent/guardian Organizes & supervises Impact Circles - people, location, food, process Follows up with youth to make sure they fulfill requirements of the Impact Circle agreement. Maintains necessary files, contacts with referral source, and required data entry	40	10.00 %
PeaceBuilders Coordinator	Trains the teen volunteers who serve as community representatives in the circle Provides opportunities for youth offenders to participate in positive social-skill building activities as may be required for repair agreements or on a voluntary basis	5	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
Valerie Glass	Executive Director	\$20,000.00	0.00 %

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

**Organizational Chart \*Required**

Organizational Chart 2021.docx

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.**

We recognize and value that diversity can have multiple meanings. We strive to develop a team of staff, board and volunteers that represent racial, economic and physical diversity.

For hiring staff

1 - Our job descriptions are intentionally written to include the minimal academic qualifications needed for the job so that we can also consider the value of life/work experience of an applicant. Although we may indicate that certain degrees or fields of work may be helpful for the position, we do not require that an applicant have a specific degree to apply for the job.

2 - We also only include the minimal physical qualifications needed for a job, and describe the tasks that an applicant is needed to perform so they can determine whether they can carry out the tasks needed with or without reasonable accommodation.

3 - We make sure that the job is advertised in locations that represent more racial diversity in our city. For our most recent job openings, we sent information to Winston-Salem State University, Neighbors for Better Neighborhoods, and Forsyth County Re-Entry Council.

For Board of Directors

1 - When recruiting board members, we look at the make up of our current board and seek to make sure it continues to reflect the composition of our city and the people we work with. When we identify gaps in our representation, we actively seek to find board members who have passion and skills needed for the board service, as well as help to deepen our board's representation of the community.

2 - Our board members are not required to provide a specific financial donation. Instead they are asked to give a "personally significant contribution" and in some situations, that may be a contribution of volunteer time instead of a financial gift.

**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						
Professionals		1		1		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time						

**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				0.5		
Professionals		0.75		0.5		
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp						

**D.8.**



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

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

3

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

0

**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."**

Impact Circles started in March of 2020 with funding from the Juvenile Crime Prevention Council (JCPC), The Winston-Salem Foundation, and with fundraising efforts of Triad RJ. Those grants are provided annually, and Triad RJ will continue to seek funding for this program from the JCPC for 2021/22. The JCPC grant will not fund the total cost of the program. Every program with the JCPC requires a 30% local match of funding, and the seed funding from the city would go towards this required match for the 2021-22 program cycle.

The need for restorative justice programs is growing. Raise the Age legislation increases the number of youth in our juvenile justice system, the School-Justice Partnership is actively seeking alternatives ways to handle school-related misbehavior, and schools are looking to reduce their reliance on suspensions. If we are not able to receive funding from the JCPC, we will continue to seek grants and other funding sources to develop the Impact Circles program. The seed money from the city would help us to continue the program for Impact Circles briefly and put us in a position us to apply for funding from other sources by showing we have local support for this program.

**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?**

Triad RJ has a strong commitment to making sure that all voices of the community have the opportunity to be heard. Addressing accessibility is an important part of that commitment. Since we do not have a permanent location, we have the flexibility to consider several options for meeting spaces and times. When a coordinator is scheduling an intake with the youth & parent/guardian, they include the following considerations in the decision process: 1) do any of the participants need to take public transportation? 2) what are the work schedules for the participants? 3) are there any mobility issues to be addressed? 4) are there other factors that could present as a hardship for any of the participants?

For the scheduling of circles, we recognize that transportation is a common concern in our city. We will use locations that are accessible by bus, and we will monitor specific situations to see if further assistance is needed. We have a small budget to provide bus passes or gas money in specific situations to make sure youth can attend the programs.

For the JCPC funds, eligibility is determined by the requirements of the NC Department of Public Safety. They require that juvenile justice youth receive priority, but they do allow for programs to receive referrals from other sources. Impact Circles would be eligible to receive referrals from court counselors, and also schools, SROs and other community organizations. This will allow for youth who need the services we provide to be able to receive the services before they end up involved in the justice system.

There is no cost to anyone to participate in the programs.



## E. Cost Effectiveness

Case Id: 11189

Name: Triad RJ - Impact Circles - 2021/22 - 2021/22

Completed by valerie@triadnj.org on 11/20/2020 4:45 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$146,825.00	\$175,000.00	\$212,500.00
Fundraising	\$200.00	\$250.00	\$500.00
Management and General	\$8,500.00	\$4,000.00	\$10,000.00
<b>Total Expenditures by Program</b>	<b>\$155,525.00</b>	<b>\$179,250.00</b>	<b>\$223,000.00</b>

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$118,000.00	\$155,000.00	\$175,000.00
Employee Benefits	\$10,000.00	\$10,000.00	\$15,000.00
Facility Rent and Utilities	\$6,775.00	\$1,600.00	\$12,000.00
Training and Conference Registration	\$4,000.00	\$4,000.00	\$6,000.00
Membership and Dues	\$250.00	\$150.00	\$500.00
Travel and Transportation	\$2,300.00	\$900.00	\$2,500.00
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	\$1,600.00	\$400.00	\$2,000.00
Other Operating Expenditures	\$12,600.00	\$7,200.00	\$10,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$155,525.00</b>	<b>\$179,250.00</b>	<b>\$223,000.00</b>

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
City of Winston-Salem	\$0.00	\$0.00	\$5,000.00
Forsyth County	\$100,000.00	\$120,000.00	\$120,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$10,000.00	\$35,000.00	\$30,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$15,000.00	\$20,000.00	\$38,000.00
Foundation Grants	\$33,000.00	\$20,000.00	\$30,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
<b>Total Revenues by Category</b>	<b>\$158,000.00</b>	<b>\$195,000.00</b>	<b>\$223,000.00</b>

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

Other Operating Expenditures is largely program costs: class materials, food, books, office supplies and copying. Management and General expenses in this category include insurance, office supplies, copying and financial fees (credit card fees, bank account, etc.)

**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
2020	n/a	\$0.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Staff: Program Coordinator	\$5,000.00	\$49,920.00	JCPC
Supplies	\$0.00	\$2,000.00	JCPC/donations
Space Rental	\$0.00	\$2,400.00	JCPC/ in-kind donation
Staff: Executive Director/Program Manager	\$0.00	\$6,250.00	JCPC/RVCNC/Donations
Payroll Taxes & benefits	\$0.00	\$5,000.00	JCPC
	\$5,000.00	\$65,570.00	

**E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.**

Supporting the cost of a program coordinator to run the program

**E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.**

Our organization does not have our own physical space. We rely on churches and other community organizations to let us use their space for free, or at a reduced rental rate. We have an agreement with one church to be able to use their office space for our intake interviews on a regular basis, for circles when the meeting space is available, as well as use of their copy machine for a minimal monthly fee. This agreement helps us keep our overhead low (low rent, no utilities, etc.)

**E.6. 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.**

Reduced funding would result in a reduction in the number of youth we would be able to serve.

### **SUSTAINABILITY (7 POINTS)**

**E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.**

The community's understanding of the need for programs that keep youth out of the juvenile justice system is growing rapidly, and we intend to leverage the many stakeholders involved to support this work. In addition to the Juvenile Crime Prevention Council, other community initiatives are showing an interest in restorative justice, such as the School-Justice Partnership and the Advancing Equity in Education focus area of The Winston-Salem Foundation. We hope to build partnerships with the school system, law enforcement, local foundations, individual donors and businesses to develop a solid support system for our juvenile justice programs.

A strategic goal for our Board of Directors during the 2021 year is to implement a comprehensive resource development plan that will help us identify and develop potential revenue streams for long-term, sustainable support.

### **BARRIERS (3 POINTS)**

**E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.**

Securing referral sources is a potential barrier to project implementation - we will need other community organizations to refer offenders to our program. We already have an established relationship with the Department of Juvenile Justice (DJJ) through another program we already have through the JCPC, and that connection with the DJJ will likely be a major source of referrals. We are still working on developing official partnerships with the school system and law enforcement. The establishment of a School-Justice Partnership should provide an avenue to formalize the referral partnerships with the schools and law enforcement.

The school district's move to remote learning due to Covid-19 this year has impacted our program significantly. While students are learning at home, they have less opportunity to get into trouble at school or in the community. The need for our services has been reduced. This has been an unanticipated barrier, but we also recognize that it is temporary. As schools return to in-person classes, we expect that referrals will resume.

Victims may also be reluctant to participate. Participation is always voluntary. Our trained staff will carefully and thoughtfully explain the process of the Impact Circle, what do expect during the circle, and what outcome to expect overall. Victims are invited to participate at a level that feels safe and comfortable, and never pressured to get involved beyond that comfort level. Options are available for them to attend the circle in person, with friends/family for support, to send a surrogate, to record or write a victim impact statement, or to stay out of the process altogether. Other restorative justice programs find that most victims want answers to their questions, want to be involved in the process and report high satisfaction in post-circle surveys.

Finding appropriate volunteers to serve as community representatives in the circle may also be difficult, but our other community programs can be a helpful resource. Our Teen PeaceBuilders & Justice group works with middle and high school youth to provide training in restorative justice, conflict resolution and leadership development. The youth in this group are already familiar with restorative principles and ideal candidates for the positive peer mentoring during the Impact Circle discussion. We plan to utilize the PeaceBuilders program to identify and train the peer volunteers in the Impact Circles.

**E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.**

While the staff for this program is small, consisting of just one coordinator, our staff at Triad RJ is supportive and engaged to support all of our programs. Many of staff working in other programs have volunteered in the Impact Circle program and are well acquainted with the program. So while we do not anticipate any staff turnover, we would easily be able to support the program on some level until a replacement could be found.

**AVERAGE COST (5 POINTS)**

**E.10. 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:	5000
Number proposed to be served for the year:	40
Average City funds per beneficiary:	125
Proposed funds from all sources:	65570
Number proposed to be served for the year:	40
Average total funds per beneficiary:	1639.25

## F. Required Documents

Completed by valerie@triadrj.org on 11/20/2020 4:46 PM

Case Id: 11189

Name: Triad RJ - Impact Circles - 2021/22 - 2021/22

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**  
TRJ Conflict of Interest Policy and Form.pdf
  
- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. \*Required**  
2019 990N.pdf
  
- Organization By-Laws \*Required**  
By-Laws Triad RJ.pdf
  
- Articles of Incorporation \*Required**  
Articles of Incorporation.pdf
  
- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) \*Required**  
TRJ Handbook Final May 2020.pdf
  
- IRS 501(c)3 Designation Letter \*Required**  
IRS 501(c)3.pdf

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

Financial Review Statement for WS.docx

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

**\*Required**

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Other

*\*\*No files uploaded*

## G. Income Based Projects/Services Only

Case Id: 11189  
Name: Triad RJ - Impact Circles - 2021/22 - 2021/22  
Address: \*No Address Assigned

Completed by valerie@triadrj.org on 11/20/2020 4:46 PM

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### G. Income Based Projects/Services 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."

**G.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.**

Income Range	# 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

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

## H. Construction/Rehab Only

Completed by valerie@triadrj.org on 11/20/2020 4:46 PM

Case Id: 11189

Name: Triad RJ - Impact Circles - 2021/22 - 2021/22

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."

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

**H.2. Provide a projected timeline for the proposed work.**

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

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

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

**H.6. Describe the property management plan.**

**H.7. List the development team members.**

**H.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.**

**H.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 valerie@triadrj.org on 11/20/2020 4:46 PM

Case Id: 11189

Name: Triad RJ - Impact Circles - 2021/22 - 2021/22

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
	\$0.00

### 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
	\$0.00

## J. Rapid Rehousing and HMIS Only

Completed by valerie@triadrj.org on 11/20/2020 4:46 PM

Case Id: 11189

Name: Triad RJ - Impact Circles - 2021/22 - 2021/22

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* Complete this section only if you are requesting funds for a Rapid Rehousing project.\*\*

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

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

#### Rapid Rehousing Financial Assistance

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

#### Rapid Rehousing Services

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

#### HMIS/Data Collection Budget

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

## Submit

Completed by valerie@triadrj.org on 11/20/2020 4:47 PM

**Case Id:** 11189

**Name:** Triad RJ - Impact Circles - 2021/22 - 2021/22

**Address:** \*No Address Assigned

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## 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.

Valerie Glass

Electronically signed by valerie@triadrj.org on 11/20/2020 4:47 PM