

A. Organization & Contact Information

Case Id: 11145
Name: Blg Brothers Big Sisters - 2021/22
Address: *No Address Assigned

Completed by regina@bbbsnc.org on 11/19/2020 9:05 AM

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

Big Brothers Big Sisters Services, Inc.

A.2. Project/Program

K- 12 Professional Mentoring Program

A.3. FY 2021-22 Funding Request Amount

\$200,000.00

A.4. Agency's Total Operating Budget

\$663,000.00

A.5. Mailing Address

200 South Marshall Street Winston-Salem, NC 27101

A.6. Project/Program Location Address

200 South Marshall Street Winston-Salem, NC 27101

A.7. Organization Website

www.bbbsnc.org

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

1976

A.9. Organization Fiscal Year

Calendar year (January 1-December 31)

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Shawan Gabriel, President and CEO

A.13. Email

sgabriel@bbbsnc.org

A.14. Phone

(336) 773-9149

CONTACT

A.15. Name, Title

Regina Craven, Vice President of Philanthropy

A.16. Email

regina@bbbsnc.org

A.17. Phone

(336) 773-9152

BOARD CHAIR

A.18. Name

Jack Lynch, Senior Vice President, Middle Market Banker

A.19. Term Expiration

12/31/2021

A.20. Email

jack.lynch@bbandt.com

A.21. Phone

(336) 547-2074

B. Project Overview

Completed by regina@bbbsnc.org on 11/19/2020 1:10 PM

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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

The K-12 Professional Mentoring Program is a proposed Big Brothers Big Sisters Services project, Inc.(BBBS). Since 1904, BBBS has operated under the belief that inherent in every child is incredible potential. Big Brothers Big Sisters makes meaningful, monitored matches between adult volunteers (“Bigs”) and children (“Littles”), ages 5 through young adulthood in communities across the country. We develop positive relationships that have a direct and lasting effect on the lives of young people. Locally, Big Brothers Big Sisters has been providing services to children since 1977, serving over 25,000 children by pairing them with a caring adult who volunteers their time.

City funds will provide salaries and administrative costs for 4 part-time Program Specialists and a Program Manager. This program will serve children, K-12, with a paid professional mentor who commits to being paired with one child over several years, in-person and/or virtually. Unlike our Community-Based and Site-Based programs where we adults volunteer their time and are asked for a one-year commitment, this program will provide paid professional mentors who agree to work with the most at-risk children, as identified by school personnel, over the course of 5 or more years. Research has shown that access, availability, and prioritization increases when mentors are paid.

The Program Manager and Specialists will oversee all aspects of the screening and matching process as well as ongoing supervision of the matches. Participants will receive all the benefits of a mentor, including developing the soft skills for academic success, improving grades and behavior, and building healthy relationships with peers and adults. We will track the children at specific milestones, including our first benchmark, the third grade, when graduation projections are developed, all the way through to graduation.

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

Partnering with parents/guardians and school liaisons, children will access the program at each school site, in the community, or virtually. We will use Big Brothers Big Sisters vehicles for transportation services and our mentoring center for on-site services. Big Brothers Big Sisters carefully pairs children (“Littles”) with screened mentors (“Bigs”), monitors, and supports them in one-to-one mentoring matches throughout their course.

Participants will be asked to meet with a child at least once a week for an hour. Research continuously shows attention from a caring adult role model is a key part of developing self-confidence. Research shows that Bigs help Littles feel more confident, achieve educational success, avoid delinquency and other risky behaviors, and achieve social and emotional growth. We hold ourselves accountable for children in the program to achieve those measurable outcomes.

According to research on the effectiveness of the BBBS mentoring model conducted by Public/Private Ventures, the children and youth who participate in BBBS programs perform better in school, are less likely to experiment with alcohol

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and drugs, and are better able to handle conflict in constructive ways.

(full report: http://www.ppv.org/ppv/publications/assets/111_publication.pdf).

Making a Difference: An Impact Study of Big Brothers Big Sisters (Tierney, J.P., Grossman, J.B., and Resch, N.L. (1995) concluded the following:

81% of former Little's agree that their Big gave them hope & changed their perspective of what they thought possible. 85% of former Little's agree their experience influenced them in overcoming adversity or problems. 67% of former Littles agree that their Big played a role in their decision to attend college. 83% of former Little's agree that their Big instilled values and principles that have guided them through life.

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

30

Maximum Number of Participants to Be Served at a Single Time

120

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

160

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.

We will target students who are considered "at-risk." While our initial focus will be on recruiting kindergarten students, we will also work with students identified by school personnel, parents, and other professionals (i.e. social workers, etc.) to make sure that the children who need a mentor the most will be paired without waiting as long as children in our traditional program.

While Big Brothers Big Sisters serves children of all backgrounds, more than 80% of the children we serve are of color. 95% of the children we serve qualify for free and reduced lunch using guidelines of the Winston-Salem/Forsyth County Schools system.

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.

Significant research and data continue to show that mentoring works, particularly for children who are considered at-risk. At any given moment, Big Brothers Big Sisters Services has between 100 and 150 children waiting on a volunteer mentor. Many who are boys in need of male volunteers wait up to two years before they are matched. Although we rely heavily on our unpaid volunteers' generosity, we recognize the growing need to serve children who urgently need mentors. Adopting the K-12 Professional Mentor model will allow us to serve more children, who urgently need mentors quickly, and long-term.

According to research on the effectiveness of the BBBS mentoring model conducted by Public/Private Ventures, the children and youth who participate in BBBS programs perform better in school, are less likely to experiment with alcohol and drugs, and are better able to handle conflict in constructive ways.

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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?

This program will require effective collaboration between Big Brothers Big Sisters and the Winston-Salem/Forsyth County School System (WS/FCS). Besides our long-standing, strong relationship we've had for many years, we are proud partners with WS/FCS for the Inspire 340 schools. We also have an area superintendent serving as a member of the BBBS Board of Directors.

Given our history and partnership with the WS/FCS, we are confident that this collaboration will continue to work well.

IDIS Setup

No data saved

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IDIS Setup

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 regina@bbbsnc.org on 11/20/2020 11:15 AM

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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):

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.

All agencies operate under the Big Big Brothers Big Sisters Standards of Practice, using the Service Delivery Model (SDM). The SDM provides a standardized guide, based on research and empirical evidence, for how agencies should engage Bigs, Littles, and parents or guardians to achieve safe, long, strong, diverse matches with Littles' best possible outcomes, from the point of inquiry to match closure. BBBS is intentional about the populations of Littles served and the Bigs engaged in meeting communities' most critical needs for the best possible future. The SDM also provides space for innovation, so each agency can effectively offer specific, targeted services in our community while still maintaining quality service.

BBBS strives to ensure that all Littles and Bigs served in our programs experience quality mentoring relationships that uphold our Standards of Practice. Agencies track outcomes that are proven predictors of long-term success, such as school attendance and engagement, and the avoidance of risky behaviors, throughout the match for ongoing program

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evaluation. BBBS defines success by measuring positive youth outcomes, the number of Littles effectively served by the program, and the lifelong success and community benefits.

We measure our programs' quality and the strength of the mentoring relationships we create using three tools: the Youth Outcomes Survey (YOS) and the Strength of Relationships (SOR) survey, and the Program Outcome Evaluation (POE).

1. Youth Outcomes Survey (YOS): Using a pre-and post-test methodology, the YOS is designed to track outcomes in the following areas: scholastic competency, educational expectations, social acceptance, parental trust, and attitudes toward high-risk behavior. BBBS staff administer the YOS before the match begins to establish a baseline. At the match anniversary milestone (annually for Community-Based Mentoring Programs and at the end of the academic school year for Site-Based Mentoring Programs), BBBS staff administer the YOS follow-up survey.

2. Strength of Relationship (SOR): The SOR measures the level of emotional attachment, satisfaction, and connection between the mentor and the child. This tool helps BBBS create even more positive outcomes for children. Research clearly shows that the stronger the mentoring relationship, the better children fare.

3. Program Outcome Evaluation (POE): The POE Evaluation consists of 21 of the 40 developmental assets determined by The Search Institute as vital to a healthy childhood. Big Brothers Big Sisters of America selected the 21 assets they believed are impacted by mentoring and organized them into three categories: Confidence, Competence and Caring

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.

We will monitor, track, and evaluate participant and program data using our nationally tested program performance tool known as Matchforce. Developed specifically for Big Brothers Big Sisters, Matchforce provides intelligence and data to improve our services to children continually. This performance management tool helps guide the decisions of our professionally trained staff members.

Matchforce allows us to use the Youth Outcome Survey, the Strength of Relationship Survey, and information entered from monthly standardized prompts to determine if a match is not performing as expected. If the relationship is not on target to meet our goals, staff members are prompted to take early action. With this, we have the capability to retool and adjust our work to meet our match goals.

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
Students will learn	Program specialists	Maintain a rate at or	Maintain a rate at or	Maintain a rate at or

the importance of and gain knowledge on developing and setting goals	will provide a professional consistent mentoring relationship. Weekly and/or monthly goal-setting curriculums will be provided to students based on the youth outcome survey, parent/guardian, school administration, and mentor objectives.	above 75% for 30 children in year 1.	above 87% for 30 children in year 2.	above 90% for 30 children in year 3.
Students will develop positive social and emotional skills by exhibiting social and emotional competence and making positive decisions.	Program specialists will provide a professional consistent mentoring relationship. Weekly and/or monthly goal-setting curriculums will be provided to students based on the strength of relationship survey, parent/guardian, school administration, and mentor objectives.	Maintain a rate at or above 87% for 30 children in year 1.	Maintain a rate at or above 88% for 30 children in year 2.	Maintain a rate at or above 90% for 30 children in year 3.
Students will increase or maintain positive school engagement scores on YOS, POE and/or SOR.	Program specialists will provide weekly or monthly assessments and adjust goals as needed based on match meeting interactions and data from Matchforce.	Maintain a rate at or above 90% for 30 children in year 1.	Maintain a rate at or above 92% for 30 children in year 2.	Maintain a rate at or above 93% for 30 children in year 3.
Students will be promoted to next grade.	Program specialists will work together with parents/guardians, school administration, and mentors to set objectives throughout the	Maintain a rate at or above 90% for 30 children in year 1.	Maintain a rate at or above 90% for 30 children in year 2.	Maintain a rate at or above 90% for 30 children in year 3.

	school year.			
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	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	30	30
FY 20-21 Current Year Projected Results	30	30
FY 21-22 Next Year Anticipated Results	30	30

C.6. FY 19-20 Program Accomplishments

The K-12 Professional Mentoring program was a pilot initiative, starting in 2019 and served 15-20 children. Since August 2019, nearly 30 students were served. Key accomplishments included matching nearly 30 students at Ashley Academy school, a decrease in discipline issues, increased school attendance, increased academic performance, and grade promotion.

C.7. FY 21-22 Key Objectives

Key objectives for FY 20-21 are to have 120-160 children at the Winston-Salem/Forsyth County Inspire 340 schools matched with a professional mentor. These children will be identified as those most “at-risk.” First-year Youth Outcome, Strength of Relationship, Program Outcome Evaluation data should reveal improvement in the student's overall academic performance, developing and setting goals, social and emotional well being.

D. Organizational Capacity

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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?

The mission of Big Brothers Big Sisters is to create and support one-to-one mentoring relationships that ignite the power and promise of youth. We make meaningful, monitored matches between adult volunteers (Bigs) and children (Littles), K-12 grade. We ask for the commitment of meeting one day a week, for a minimum of one year. We partner with parents/guardians, volunteers, school administrators, and educators to help children in our program achieve higher aspirations, greater confidence, and better relationships while also avoiding risky behaviors, achieving educational success, and improving social and emotional growth.

An essential component of our program is our professional match supervision. Once we pair a volunteer and child, the match is supervised by a professionally trained BBBS staff member. Match supervision includes scheduled contact of the volunteer, parent/guardian, and child. The staff make monthly connections during the first year of the match and then transition to every three months after that. Activities of the relationship are related to the goals initially set from the extensive program specialist interview with the parent/guardian and the child. Beyond establishing a close relationship between mentor and child, other goals might relate to school attendance and academic performance, relationships with other children and siblings, general hygiene, learning new skills, or developing a hobby. The program specialist updates goals as progress changes over time.

The role of the K-12 Program Specialist is to build on the success of our traditional mentoring model by providing a longer-term one-to-one mentor for a child. Given our program model success and our strong partnership with the local school system, we know that children served in this capacity are much more likely to graduate and avoid risky behaviors. Independent studies have shown that students matched with a BBBS mentor are more than 40% less likely to use illicit drugs, and nearly 30% less likely to abuse alcohol. Truancy and class cutting reduce, and students' overall grades increase. In our local program, 96% of students paired with a BBBS mentor graduate from high school. The K-12 Professional Mentor Program is consistent with our mission to provide children facing adversity with a one-to-one mentor. We are well-equipped to execute this program and believe this will help our agency serve the most vulnerable children in our community.

FUNCTION (5 POINTS)

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

Big Brothers Big Sisters of America has been in operation since 1904. Locally, Big Brothers Big Sisters has been in operation since 1977.

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

Big Brothers Big Sisters has served more than 25,000 children since 1977. Our national model of one-to-one

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mentoring has helped youth (whom many would deem as “at-risk” due to circumstances beyond the child’s control, like parental incarceration, teen parenting, and their parents/guardians' lack of high school education, etc.) achieve success in life. According to the School Justice Partnership National Resource Center, 68% of all men in federal and state prison did not have a high school diploma. 96% of the children in our program graduate from high school and receive their diplomas. Many children we serve are diverted from the criminal justice system as a result of having a mentor present in their lives. Although the economic impact is difficult to quantify, one study from the Harvard Business School says that for each dollar invested in mentoring, the community saves \$7. Also, for each child served through mentoring, it is estimated that the community saves \$900,000 that could be spent on other correctional or rehabilitation services for that child. If we use these figures, then more than \$18,000,000,000 have been saved for the Winston-Salem community by Big Brothers Big Sisters since we opened our doors in 1977. Additionally, many of the mentors themselves report that their lives are improved by the relationship they have with their Little. Their positive experiences with our agency over 40 years have helped contribute to their quality of life. As such, the BBBS mentoring experience helps both the Little and the Big - making it a win-win for 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
Program Specialist	Weekly professional mentoring services, including meetings with students, parents and school personnel.	25	90.00 %
K-12 Program	Provides supervision of the four Program Specialists, compiles data and reports, monitors effectiveness.	40	50.00 %

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

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Shawan Gabriel	President/CEO	\$85,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

bbbs org chart.png

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.

Big Brothers Big Sisters is an Equal Employment Opportunity employer. This policy affects decisions including, but not limited to recruitment, screening and hiring, compensation and administration of benefits, training, development, transfer, promotion, termination, layoff, recall, and all other terms and conditions of employment. Our employment practices are without regard to race, color, religion, sex, disability, sexual orientation, marital status, pregnancy, age,

veteran status, national origin, or any other legally protected status in accordance with applicable local, state, and federal anti-discrimination laws. Diversity and inclusion are both embraced and encouraged. Our commitment to diversity and inclusion is an integral part of our values and mission. BBBS will continue to ensure that diversity and inclusion continues to be included in goals and objectives and will monitor the level of diversity across the organization.

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

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		1			1	
Professionals					2	
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						
Professionals					2	
Technicians						
Office/Clerical				1		
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.



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

Board Roster 2020 - Company-Title (1).pdf

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

6

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

12

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

The K-12 Professional Mentoring Program is expected to begin in August 2021. Our implementation plan consists of the following:

- The successful enrollment of 120 at-risk kindergarten children, which involves targeted recruitment of parents/guardians.

- Professional mentor recruitment and hiring
- Professional manager training

Key contingencies include partnerships with the WS/FCS on identifying and referring students. We plan to identify and recruit 30-40 children for the fall of 2021. After these children are enrolled and receiving services, we will evaluate our process to ensure we are working efficiently. Then, we will increase incrementally.

Milestones:

Year 1 - serve 60-80 total children from August 2021 - August 2022. This includes professional mentoring through both the school year and during the summer months from a dedicated professional mentor.

Year 2 - serve 100 total children through August 2022.

Year 3 - serve 120 total children through August 2023.

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?

In 2016, The Winston-Salem Foundation provided funding for our marketing and outreach position. Though no longer funded, we currently have an Agency Relations Coordinator whose position is focused on increasing our agency's visibility in the community -particularly with potential volunteers. In 2015, Capital Development Services conducted a feasibility study for our organization. That study identified an overall "very favorable" opinion of Big Brothers Big Sisters in the community. However, it was noted that BBBS programs and impact had a low profile within the community. Our marketing professional continues to leverage key media contacts to elevate our profile and build awareness of our work. We have revised our communication plan based on our national office standards and branding. We are utilizing our newly established messaging goals, specifically around how our mentoring programs have a measurable scholastic impact for children in our community. Also, we launched several targeted campaigns to recruit male mentors to serve boys in our Club of Unmatched Littles (also known as our waiting list). The Agency Relations Coordinator will utilize existing relationships with the community to promote this program. We expect to continue receiving in-kind sponsorships for traditional billboards, television, and print advertising, and we will continue to leverage digital advertising. We plan to use all available channels to promote participation in the K-12 Professional Mentor program.

E. Cost Effectiveness

Case Id: 11145

Name: Blg Brothers Big Sisters - 2021/22

Completed by regina@bbbsnc.org on 11/20/2020 3:35 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$13,500.00	\$0.00	\$0.00
Fundraising	\$15,000.00	\$0.00	\$0.00
Management and General	\$634,500.00	\$0.00	\$0.00
Total Expenditures by Program	\$663,000.00	\$0.00	\$0.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$400,000.00	\$325,000.00	\$320,000.00
Employee Benefits	\$30,000.00	\$56,854.00	\$42,000.00
Facility Rent and Utilities	\$0.00	\$0.00	\$0.00
Training and Conference Registration	\$15,000.00	\$1,929.00	\$7,000.00
Membership and Dues	\$2,000.00	\$6,512.00	\$2,000.00
Travel and Transportation	\$0.00	\$0.00	\$0.00
Grants to Individuals and Organizations	\$2,000.00	\$370.00	\$2,000.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$214,000.00	\$0.00	\$226,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$663,000.00	\$390,665.00	\$599,000.00

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	\$200,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$60,000.00	\$60,000.00	\$60,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$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	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$60,000.00	\$60,000.00	\$260,000.00

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

Other expenses include office operations, insurance, auto operations, BBBSA membership dues, special events, and miscellaneous expenses.

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	None	\$0.00

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

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Salaries	\$200,000.00	\$0.00	0
	\$200,000.00	\$0.00	

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.

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The Program Manager and Specialists will oversee all aspects of the screening and matching process as well as ongoing supervision of the matches. Participants will receive all the benefits of a mentor, including developing the soft skills for academic success, improving grades and behavior, and building healthy relationships with peers and adults. We will track the children at specific milestones, including our first benchmark, the third grade, when graduation projections are developed, all the way through to graduation.

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.

We do not have other stakeholders.

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.

Our application varies from 2019-20 in adding additional detail and clarity about programming, tracking methods, and responsibilities of the professional staff and volunteers.

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.

We launched and completed a successful capital campaign aimed to:

- Immediately Serve The Children on the Waiting List
- Increase High School Graduation Rates
- Focus on Reading Metrics and Address Summer Learning Loss - Our onsite summer enrichment programs help to bridge the gap between learning loss and
- Improve Family Engagement and Provide Leadership on Trauma-Informed Care

Most recently, due to the pandemic, we began virtual mentoring. Big Brothers Big Sisters America created a safe, online platform to monitor virtual connections.

We would love to partner with the City to execute this very critical program in our community. Nearly half of our capital campaign funds will be used to sustain current program growth and this new initiative for several years to come. We have a strong record of successful fundraising campaigns that bring unrestricted support to sustain our program initiatives. We will continue to invest our resources to help ensure continued success in this area

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.

A potential barrier may lie in the efficiency of enrolling children for this project. We have served our community for over 40 years and have become the gold standard in youth mentoring. We will continue to overcome this barrier by leaning on our strong partnership with Winston-Salem Forsyth County Schools and neighborhood organizations to give voice to the need and potential impact for our children.

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

We cannot think of any institutional barriers.

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:	\$200,000
Number proposed to be served for the year:	120
Average City funds per beneficiary:	\$1,666.67
Proposed funds from all sources:	\$260,000
Number proposed to be served for the year:	120
Average total funds per beneficiary:	\$2,166.67

F. Required Documents

Completed by regina@bbbsnc.org on 11/20/2020 3:48 PM

Case Id: 11145

Name: Blg Brothers Big Sisters - 2021/22

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
Code of Conduct_Conflict of Interests (from handbook).docx

- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**
990 Recent (1).pdf

- Organization By-Laws *Required**
Big Brothers Big Sisters, Inc. - Bylaws.pdf

- Articles of Incorporation *Required**
Article of incorporation 1976.pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required**
Standard 8 Employee Handbook -Final 9.2017.pdf

- IRS 501(c)3 Designation Letter *Required**
IRS 501(c)(3) Letter (1).pdf

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

BBBS - 2019 Draft Financial Statements (4).pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11145
Name: Blg Brothers Big Sisters - 2021/22
Address: *No Address Assigned

Completed by regina@bbbsnc.org on 11/20/2020 3:55 PM

G. Income Based Projects/Services 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."

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 regina@bbbsnc.org on 11/20/2020 3:55 PM

Case Id: 11145

Name: Blg Brothers Big Sisters - 2021/22

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."

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

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 regina@bbbsnc.org on 11/20/2020 3:55 PM

Case Id: 11145

Name: Blg Brothers Big Sisters - 2021/22

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
	\$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 regina@bbbsnc.org on 11/20/2020 3:55 PM

Case Id: 11145

Name: Blg Brothers Big Sisters - 2021/22

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
	\$0.00	\$0.00

Submit

Completed by regina@bbbsnc.org on 11/20/2020 3:55 PM

Case Id: 11145

Name: Blg Brothers Big Sisters - 2021/22

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.

Regina Craven

Electronically signed by regina@bbbsnc.org on 11/20/2020 3:55 PM