

Program Overview

Completed by dothula@gmail.com on 4/16/2022 4:38 AM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

Program Overview

Please provide the following information.



City of Winston-Salem
ARPA Transformational
Non-Profits Application

City of Winston-Salem
P.O. Box 2511
Winston-Salem, NC 27102
336-727-8000
ARPA@cityofws.org

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/clfrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.

A.Contact Information

Completed by dothula@gmail.com on 4/25/2022 10:03 AM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Big 4 of Forsyth County

A.2. Mailing Address

1155 Edenwood Drive Winston-Salem, NC 27103

A.3. Organization Website

big4fc.org

A.4. Year 501 (c)(3) Status Obtained

2,015

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Eric

A10. Last Name

Martin

A11. Title

President

A12. E-mail

egmartin1949@gmail.com

A13. Phone Number

(336) 624-4410

BOARD CHAIR

A14. First Name

Eric

A15. Last Name

Martin

A16. E-Mail

egmartin1949@gmail.com

A17. Phone Number

(336) 624-4410

A18. Term Expiration Date

12/31/2022

B. General Project Information

Completed by dothula@gmail.com on 4/24/2022 2:26 PM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Big 4 Memorial Pavilion

B.2. Project Location/Address

PO Box 773 Winston-Salem, NC 27102

PROJECT CONTACT/MANAGER

B3. First Name

Dothula

B4. Last Name

Baron

B5. Title

Development Director

B6. E-Mail

dothula@gmail.com

B7. Phone Number

(910) 795-6359

C. General Project Narrative

Completed by dothula@gmail.com on 4/24/2022 2:27 PM

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Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

C. General Project Narrative

Please provide the following information.

C.1. Provide description of project and how funds will be used

The Big 4 Alumni Association of Forsyth County is requesting funding to build a monument in tribute to the administrators, educators and students who attended the Historically Black High Schools of Winston-Salem/Forsyth County—A.H. Anderson, Simon Green Atkins, George Washington Carver, and John. W. Paisley. Our mission is to erect a well-deserved monument as a public and permanent tribute to these schools that will include pictures, sculptures, and other artistic designs. This Memorial Pavilion will be a visible symbol of the significance of these schools and a lasting testament to the unique, historic records of the city and county's history. It will be an attractive, eye-catching, informational monument, but it will also include an interactive kiosk which will be built into the monument, equipped with technology for visitors to research the legendary history of the schools' namesakes, first principals, their staffs, the schools' legends, other significant alumni, and their neighborhoods. Bios will be posted on computer terminals to provide information that enhances research and reading skills; the monument will also display pictures, light, and landscaping.

The monument will include tributes to the first Principals, Mr. Andrew B. Reynolds, Mr. John. E. Carter, Mr. Edward E. Hill and Mr. Billy D. Friende, who assumed the awesome tasks of administering these schools. These educators devoted their lives to providing quality education and have earned a place in the city's history. The alumni of the four schools, who have made great contributions to this city, state, and nation, are also worthy of such recognition. These schools produced generations of students who made and continue to make, outstanding contributions that include areas of government and politics, corporate relations, health and wellness, law, secondary and higher education, cultural arts, religion, and professional sports. The alumni of the four schools, who have made great contributions to this city, state, and nation, are also worthy of such recognition. This newly found information which heretofore was not known will instill a sense of pride in contemporary African American students as they learn about the outstanding contributions of those who look like them and came before them. It will also promote a better understanding and appreciation among other racial groups as to the legacy of the early African American community in the field of education.

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

The public will be able to access the Big 4 Memorial Pavilion by visiting the monument once it is constructed. It will be built in a conspicuous location, decided upon by the collaborators in this project, including Walter-Robbs Architects, Winston-Salem/Forsyth County Schools, Big 4 Alumni, and hopefully, the city of Winston-Salem. We expect tour groups to include the monument in their itinerary. The Visitors Center will also be asked to direct out-of-town guests to include the monument in their touring schedules. Public school classes will be expected to include the Big 4 Memorial Pavilion in their studies on history. Admission will be free.

While visiting the site, opportunities will be available for interaction, based on the technology that will be built into the structure. Information available will be the legendary history of the schools' namesakes, first principals, their staffs, the

schools' legends, other significant alumni, and their neighborhoods. Bios will be posted on computer terminals to provide information that enhances research and reading skills; the monument will also display pictures, light, and landscaping.

This phenomenal monument will not only be attractive but will also be a magnificent learning tool. Students will learn about the history of African American education in Winston-Salem; the general public (both local residents and visitors) will learn about life for African Americans in Winston-Salem, prior to integration, and the wonderful contributions made to local and national society during segregation and after integration as well.

C.3 Total estimated number of unique participants to be served annually

10,000

C.4. Will program beneficiaries be only residents of Winston-Salem?

No

Describe the other areas (counties) that will benefit

All of North Carolina, plus residents of other states and countries. As mentioned before, we expect this monument to be on the list of sites to visit while touring Winston-Salem. These visitors will most likely include guests from all over North Carolina but also from other states and occasionally from other countries. We expect a vast base of knowledge to be offered and a magnificent, beautiful artistic structure.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem

35.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$200,000.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

None

C.8 Operating Spending Timeframe

2022 - 2025

D. Project Budget Categories

Completed by dothula@gmail.com on 4/24/2022 2:31 PM

Case Id: 15210

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Address: *No Address Assigned

D. Project Budget Categories

Please provide the following information.

Use templates below to input **the total** Project Budget (**only requested expenses and estimated revenues related to the program or project for which you are requesting funding**) by clicking **Add Column**. Please include all funding from the City and other sources.

Operating Costs	Total
Conceptual Design/Research	\$40,000.00
Preliminary Site Plan/Schematic Design	\$12,000.00
Design Development	\$16,000.00
Technical Drawings/Construction	\$28,000.00
Building Permit/Bidding	\$4,000.00
Additional Drawings & Design/Site Meetings	\$450,000.00
Owner Occcupancy/Site Meetings	\$450,000.00
	\$1,000,000.00

Capital Costs	Total
None	\$0.00
	\$0.00
	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. **Note: operating revenues and expenses must be balanced (be equal).**

Operating	Total
Big 4 Alumni	\$150,000.00
Special Events	\$50,000.00
Z. Smith Reynolds	\$200,000.00
Forsyth County	\$200,000.00
City of W-S	\$200,000.00
WSFC Schools	\$100,000.00
Other	\$100,000.00
	\$1,000,000.00

Please list below all known/expected **individual** grants and contributions totaling 10% or more of the project's budget.

Note: capital revenues and expenditures must be balanced (be equal)

Capital	Total
None	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

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E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

35.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by dothula@gmail.com on 4/24/2022 2:32 PM

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F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. [Click here](#) to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:

- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:

- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:

- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.

Tier 2

F.2. Please select the secondary priority from the list above addressed by your project/program.

Tier 1

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you

selected.

The workload particularly supports Tier 2, Community Engagement. The power of connections is demonstrated by collaboration among volunteers, alumni, and partners (WSFC Schools, the architects, builders and artists, and hopefully the city of Winston-Salem). It will take a village to make this happen, and so far, we have received extensive encouragement and assistance from everyone we have spoken to about this Memorial Pavilion. The general consensus is that the Big 4 schools have an astounding history and heritage that needs to be recognized. The Pavilion will be a public symbol, demonstrating the shared commitment of city and county leaders and individuals to the black community of Winston Salem/Forsyth County.

The outcomes are emphasized in Tier 2 as well. This Memorial Pavilion will truly be a work of art which will stress the value and importance of African American history and education in WSFC Big 4 schools, a well-deserved monument that will include pictures, sculptures, and other artistic designs. It will be an attractive, eye-catching, informational monument that visibly symbolizes the significance of these schools that will be a lasting testament to the unique, historic records of the city and county's history. It is because of this art that we expect thousands of attendees and visitors for the grand opening and annual attendance. It will serve as a spectacular and awe-inspiring tourist attraction.

G. Collaboration

Completed by dothula@gmail.com on 4/24/2022 2:32 PM

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G. Collaboration

Please provide the following information.

Collaboration is when an organization is partnering or proactively working with one or more external stakeholders to achieve the same goal.

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?

3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?

Other organizations that will play a role in this project are:

- 1.) Winston-Salem/Forsyth County Schools will support the Big 4 in their location of a site and gathering of history for the memorial.
- 2.) Walter Robb Architects will design the memorial pavilion/structure.
- 3.) Kelsher Communication will assist in communication and promotion for this project.

H. Administration/Reporting

Completed by dothula@gmail.com on 4/25/2022 10:10 AM

Case Id: 15210

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H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City's framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization's/project's development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

H.1. Please clearly define the workload and outcome measures that are associated with your project/program	
Workload	<ul style="list-style-type: none">- 25 volunteers will participate in the planning- 100+ alumni will support the project financially- At least a dozen meetings will be held between the Big 4 and community institutions, i.e., the City of Winston-Salem, Winston-Salem/Forsyth County Schools, Walter Robb Architects, builders, and chosen artists, demonstrating the shared commitment of city and county leaders and individuals to symbolize the progress of the education community of African Americans in Winston Salem/Forsyth County
Effectiveness/Outcome	<ul style="list-style-type: none">- Over 500 attendees will participate in the grand opening/unveiling of the memorial pavilion, including alumni, family of staff and teachers, public officials, and the general public.- Sixty-five percent of the visitors to the memorial pavilion are expected to be tourists who want to learn more about the city's early educational opportunities for African Americans.- The Memorial Pavilion will be a public arts structure consisting of sculptures, visual art, lights, and technology.- The completed structure will be a display giving tribute to the educators who devoted their lives to providing quality education for African American youth and to dozens of generations of students who made and continue to make, outstanding contributions to society and the world.

H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model



Program Model Evaluation

Public Art and the Challenge of Evaluation.docx

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).



Risk Matrix

***No files uploaded*

I. Capacity

Completed by dothula@gmail.com on 4/25/2022 10:28 AM

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I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

We are a nonprofit organization whose mission is to chronicle the history of historically Black schools and their neighborhoods, promote the development of students currently enrolled in WSFC Schools, and focus on the excellence of disadvantaged and underserved students, both past and present.

Our vision is that residents and visitors to Winston-Salem will know about the outstanding contributions of Big 4 historically Black schools and will get a better understanding and appreciation for their legacy.

This proposed project aligns with the Big 4 mission in that it demonstrates how the historically Black schools helped in the development of African American students prior to integration. The administrators, teachers, staff, and community all worked together to ensure student success. This Memorial Pavilion will ensure that this story is told visually and verbally (through print and technology).

I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

The Big 4 Alumni Association of Forsyth County is made up of concerned citizens, not just alumni, who are passionate about preserving the history of Big 4 schools (Atkins, Anderson, Carver and Paisley—those African American schools that existed prior to integration). The Big 4 Alumni Association is comprised of several members who have extensive experience applying for, being awarded and managing federal, state and municipal grants. Through their professional careers these members have successfully developed and operated programs to meet the goals and objectives as defined in the grant stipulations. The grant programs and activities that members have managed include housing, education, employment, health, environment, mental health, and building and renovation projects. These years of executive and management experience of a diverse stream of funding provides the organization with the leadership to successfully develop and administer grant projects.

During the era of segregation, these historically black high schools and educators were instrumental in the development of African American youth in Winston Salem/Forsyth County. Our purpose, to continue the 90+ year legacy of civic responsibility and commitment to education, is encouraged by our high schools and the educators who taught there. In February 2019, for the first time, we presented programs on history and culture of historical African American high schools to over 300 students in Winston-Salem/Forsyth County high schools. In April 2019, Big 4 members expressed an

interest in giving more support to youth and families in need. Thoughts were shared on implementing a Big 4/Little 4 program at the Big 4 high schools. Conversations are in place to initiate this plan to support students in learning leadership and human relations skills that will strengthen social and academic abilities. Plans are for further promoting the Big 4 as an integral part of the Winston-Salem/Forsyth County community.

An added and very important detail of how the Big 4 has demonstrated ability to successfully execute this project is that the President and other members were instrumental in advocating and planning for the new John W. Paisley International Baccalaureate School, working closely with the Building and Grounds Committee of WS/FC Schools, the contractor, the architect, and the former Paisley principal, Dr. Gary Cone.

I.3. Describe the program/project implementation plan. Include any known barriers to success and how those will be overcome

The project implementation plan includes the following:

- 1.) Conceptual design/research
- 2.) Preliminary site plan/schematic design
- 3.) Technical drawings/construction documents
- 4.) Building permit/bidding
- 5.) Additional drawings and design/site meetings
- 6.) Pavilion completion
- 7.) Grand Opening

Barriers to success will be insufficient income for completion of the structure, which will be overcome by steady and diligent requests from alumni, foundations, corporations and public resources.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

The program assessment plan includes the following:

- 1.) A workplan (implementation plan) with activities to be checked off as each task is completed
- 2.) An architect's timeline indicating various stages to be implemented
- 3.) A Big 4 writeup at all stages and at end of Pavilion completion
- 4.) Documentation of stories related to the planning, construction, completion, and grand opening of monument as gathered from key individuals involved in planning, community residents, tourists, and youth.
- 5.) Printed photographs will document each phase of the project and completion.

J. Impact/Community Need

Completed by dothula@gmail.com on 4/24/2022 10:28 PM

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Address: *No Address Assigned

J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

The construction of the Big 4 Monument/Pavilion will be a testimony to the Big 4 schools. Individuals that attended these schools were united; they were like family. They shared a bond, a passion for not only their schools but also the neighborhoods. They were, and are, like alumni associations in which everyone took pride in the achievements and traditions of their specific and unique communities. The Big 4 wants to memorialize these schools and neighborhoods through public art.

According to an article in Americans for the Arts entitled "Public Art: An Essential Component of Creating Communities," murals, monuments, memorials, such as the Statue of Liberty, the Eiffel Tower, and the Vietnam Veterans Memorial "enhance our experience of a place and our quality of life. They engender a sense of pride and community identity. They reach audiences outside museums, galleries, and theaters, and they add to the beauty of everyday life. They declare the worth of a place and a time in our shared culture."

This article further states that public art does four things:

- 1.) Engages civic dialogue and community
- 2.) Attracts attention and economic benefit
- 3.) Connects artists with communities, and
- 4.) Enhances public appreciation of art

Engages civic dialogue and community.

Winston-Salem is a city with a rich arts and education history in the arts, medicine, health care research, education and commerce. The monument will engage community dialogue. The Americans for the Arts, Green Paper, for the Public Art Network Council, states that "public art activates the imagination and encourages people to pay attention and perceive more deeply the environment they occupy. Public art stimulates learning and thought about art and society, about our interconnected lives, and about the social sphere as a whole. Public art is uniquely accessible and enables people to experience art in the course of daily life, outside of museums or other cultural institutions. Public art provides everyone in the community direct and ongoing encounters with art. It engages social interaction.... and can lead the viewer toward self-reflection and awareness.

Attracts attention and economic benefit.

The Americans for the Arts, Green Paper, for the Public Art Network Council further states that "public art can be an essential element when a municipality wishes to progress economically and to be viable to its current and prospective citizens. Data strongly indicates that cities with an active and dynamic cultural scene are more attractive to individuals and businesses." Joliet, IL became a mural capital, attracting lots of media recognition, tourists, and community assistance for the arts. Like this Memorial Pavilion, many of Joliet's murals relate to their history and connection to their Heritage Walk. Economic benefits of public art may include businesses contributing to the field. Likewise, cities like Chicago, Los Angeles, Minneapolis, Phoenix, and San Francisco utilize public art services to promote economic growth in their cities.

This Big 4 Pavilion will add to Winston-Salem/Forsyth County's economy. It will support tourism, travel, and hospitality industries to learn about African American education in Winston-Salem/Forsyth County. We perceive that this exemplary, magnificent demonstration of unity, this structure, will attract visitors and encourage tourists, especially former city residents and history lovers, to seek the monument for learning about contributions of the Big 4 schools and their alumni. We will implore the Winston-Salem Visitors Center, the City of Winston-Salem, Forsyth County, and Winston-Salem/Forsyth County Schools to support this endeavor and its purpose. Tourists and former residents will hear about it and make special trips to the city for aesthetic reasons, including visits to the Big 4 Memorial Pavilion.

Connects artists with communities.

The article, "Public Art: An essential Component of Creating Communities," emphasizes "public art is for everyone and it is free." "In fact, every site comes with an audience. Creative expressions can be directed to businesspeople downtown; children at a playground; seniors at a community center; or farmers at a grain elevator, such as Tacoumba Aiken's giant mural in Good Thunder, MN. Public art can teach us about diverse cultures inhabiting our community and invite us to consider the role of art and artists in our society."

The Memorial Pavilion will provide improvement to public outdoor spaces. We plan to build this monument in an outdoor space in a 27101 or 27105 neighborhood, zip codes in which these high schools primarily existed. Unfortunately, these communities have deteriorated over the years. Where there were once neighborhoods were multitudes of families with varied social and economic levels existed and thrived together. Now there are plots of unoccupied land waiting to be improved. Our Memorial Pavilion will provide major improvements. Discussions are taking place with architects to erect a monument that will be a display of pictures, lights, and landscaping, accompanied by sculptures of the educators and other enticing visuals for attracting visitors and improving the public space and beautifying the neighborhood.

Enhances public appreciation of art.

Public art can inspire, bring out emotions, motivate, engage citizens, rejuvenate our viewpoints, and enhance our world view. Again, according to the article in Americans for the Arts entitled "Public Art: An Essential Component of Creating Communities," artists can deliver messages--unfiltered by galleries, agents, or the media--to targeted audiences." Public art adds beauty to our environment. It has the ability to commemorate, memorialize, and celebrate!

J2. Describe the short-term impacts of the project/program and how they align with the community need identified above.

Short-term impacts include support from alumni and collaboration/cooperation among partners. Based on the article mentioned above, public art engenders "a sense of pride and community identity. They reach audiences outside museums, galleries, and theaters, and they add to the beauty of everyday life. They declare the worth of a place and a time in our shared culture." The support we will receive from alumni and partners will help with instilling community

pride and identity.

J3. Describe the long-term impacts of the project/program and how they align with the community need identified above.

Long-term impacts will include the four effects of public art listed above:

- 1.) Civic dialogue and community, encouraging people to pay attention and spark an interest in the history and heritage of education in Winston-Salem/Forsyth County prior to integration.
- 2.) Attention and economic benefit, adding to economic progress in our city and county by attracting media recognition, tourists and former residents, community assistance and business support.
- 3.) Connection of artists with communities by erecting a display of pictures, lights, and landscaping, and other enticing visuals for improving the public space and beautifying the neighborhood.
- 4.) Public appreciation of art through commemorating, memorializing, and celebrating!

J4. Referencing previous section on outcomes, describe how the impacts noted above will be measured.

Impacts noted above will be measured through the following activities:

- 1.) A workplan (implementation plan) with activities to be checked off as each task is completed
- 2.) An architect's timeline indicating various stages to be implemented
- 3.) A Big 4 writeup of all stages at end of Pavilion completion
- 4.) Documentation of stories related to the planning, construction, completion, and grand opening of monument as gathered from key individuals involved in planning, community residents, tourists, and youth.
- 5.) Printed photographs will document each phase of the project and completion.

K. Funding Stability

Completed by dothula@gmail.com on 4/24/2022 3:06 PM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization's operating revenues covered operating expenses the last three years?

Yes

K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?

0.00 %

K.3. What percentage of your project/program's budget is covered by City ARPA funds as part of this request?

20.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.

Funding from ARPA, Big 4 alumni, and other public sources will cover total costs for this project. Beyond construction, site maintenance will be necessary. The Big 4 will be seeking an agreement from WSFC Schools and the city of Winston-Salem to support in this effort.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.



Commitment Letters

TriciaMcManus_Big 4 letter_cityofws.pdf

WesleyCurtis_Big 4 Project Support letter 03.24.22.pdf

JPBeaty_LetterofSupport.pdf

L. Representation

Completed by dothula@gmail.com on 4/24/2022 9:45 PM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

L. Representation

Please provide the following information.

Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels

L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.

Name	Race	Ethnicity	Gender Identification
Andrew Lindsay	African American		Male
Arlene Simmons	African American		Female
Bill McClain	African American		Male
Brenda Conrad	African American		Female
Carolyn Allison	African American		Female
Delores McGregor	African American		Female
Dothula Baron	African American		Female
Eric Banks	African American		Male
Eric Martin	African American		Male
Frank Thomas	African American		Male
James McCants	African American		Male
Jamie Transou	African American		Female
Mary Bess	African American		Female
Miles Harry	African American		Male
Ray Ledbetter	African American		Male
Robert Noble	African American		Male
Roberta Blue	African American		Female
Rodney Cooper	African American		Male

M. Required Documents

Completed by dothula@gmail.com on 4/24/2022 10:05 PM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, [Click Here](#)

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Big4_ConflictOfInterest.pdf

Copy of the agency's latest 990 Form as submitted to the Internal Revenue Service *Required

990-N.pdf

Organization By-Laws *Required

Big 4 _bylaws _update 2021 .pdf

Articles of Incorporation *Required

Articles of Incorporation, p1.pdf

Articles of Incorporation, p2.pdf

Articles of Incorporation, p3.pdf

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

Financial Procedures.pdf

IRS 501(c)3 Designation Letter *Required

501c3 Letter.pdf

Most recent audited financial statements or a third-party review *Required

DavidHinton_FinancialStatement.pdf

North Carolina Secretary of State - Current and Active Status *Required

NC Secretary of State_ Current and Active Status.pdf

N. Submit

Completed by dothula@gmail.com on 4/25/2022 10:29 AM

Case Id: 15210

Name: Big 4 Memorial Pavilion - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

I certify that all information entered into this application is true.

Dothula Baron

Electronically signed by dothula@gmail.com on 4/25/2022 10:29 AM

04/25/2022