

Program Overview

Completed by kelsey@firstteecentralcarolina.org on 4/21/2022
8:48 PM

Case Id: 15092

Name: First Tee—Central Carolina - 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/clrf

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 kelsey@firstteecentralcarolina.org on 4/6/2022
12:46 PM

Case Id: 15092

Name: First Tee—Central Carolina - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Golf FORE! Fun Inc. dba First Tee—Central Carolina

A.2. Mailing Address

PO Box 236 Clemmons, NC 27012

A.3. Organization Website

www.firstteecentralcarolina.org

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

2,007

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

No

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Mike

A10. Last Name

Barber

A11. Title

CEO/Executive Director

A12. E-mail

mikebarberlaw@aol.com

A13. Phone Number

(336) 580-4241

BOARD CHAIR

A14. First Name

Mark

A15. Last Name

Brazil

A16. E-Mail

mbrazil@wyndhamchampionship.com

A17. Phone Number

(336) 457-9443

A18. Term Expiration Date

12/31/2024

B. General Project Information

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B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

First Tee—Central Carolina Life Skills Programming at
Winston Lake Golf Course

B.2. Project Location/Address

3535 Winston Lake Rd Winston-Salem, NC 27105

PROJECT CONTACT/MANAGER

B3. First Name

Kelsey

B4. Last Name

Calvert

B5. Title

Program Director

B6. E-Mail

kelsey@firstteecentralcarolina.org

B7. Phone Number

(336) 698-5444

C. General Project Narrative

Completed by kelsey@firstteecentralcarolina.org on 4/20/2022
11:52 AM

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C. General Project Narrative

Please provide the following information.

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

First Tee—Central Carolina is part of an international youth development organization working to build game changers, both on and off the course, by shaping the lives of young people through experiences that help in creating success for the future. Our mission is to positively impact the lives of young people by providing educational programs that instill character and life enhancing values, as well as promote healthy choices through the game of golf. First Tee believes the game of golf naturally provides endless opportunities for self-exploration and personal growth. Our staff and our coaches/volunteers work to create safe environments where students can learn what it takes to be successful both on and off the golf course.

First Tee—Central Carolina will serve over 1200 children and youth (ages 7-18) through our Life Skills Experience classes in 2022, with over 50% being located in the Winston-Salem region. The following curriculum is taught at each level of the program: *PLAYer- 9 Core Values (Respect, Courtesy, Responsibility, Honesty, Sportsmanship, Confidence, Judgement, Perseverance, and Integrity) *PAR- Interpersonal and Self-Management Skills *Birdie- Goal Setting Skills *Eagle- Conflict Resolution, Diversity Training, Healthy Lifestyle Decisions, Resiliency Skills, and Support Systems. We offer Life Skills Experience classes at over 14 locations across the Triad and parts of Western North Carolina, including two locations in Forsyth County (Winston Lake and Tanglewood). Our participants come from all different backgrounds, but our mission is to reach and serve children/youth in economically challenged communities. With more than 70% of our students receiving partial or full scholarships, no child is ever turned away because they are unable to pay.

If we receive funds from the ARPA Grant, not only will the money be used to help us provide financial assistance to our 150 Winston Lake Life Skills Experience participants, but it will also help support a new initiative that will be starting at the beginning of May. We have recently partnered with a local Title I school, Hall-Woodward Elementary School, to offer programming to all 2nd-5th grade students for four consecutive weeks during their normal PE classes. Reaching over 400 students, over 62% coming from economically challenged backgrounds, we will introduce these participants to not only the game of golf, but its inherent values as well. The funds will also be used to help us provide Summer Camp opportunities to other non-profit organizations located in Winston-Salem, such as the Boys and Girls Club of Winston Salem and Winston Lake YMCA. We are currently working on building upon these relationships and creating a partnership to benefit their summer camp participants.

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

Depending on what service the participant is introduced to our program will determine the way they access our project. For instance, if students register for our Life Skills Curriculum After-School classes, then their parent will be responsible for getting them to and from our Winston Lake location. As for our local community partnerships, we are willing to derive an individualized plan for each organization. For example, we will be delivering our program at Hall-Woodward Elementary school either in their gym, while at the Boys and Girls Club or the Winston Lake YMCA, we may offer a

Summer Camp at either our Winston Lake location or their facility, depending on transportation availability.

As mentioned above, by participating in our programming, children are introduced to a sport that will be with them forever, as well as its inherent values. The First Tee's motto is "Building Game Changers". We hope that through our programs we are helping to make a difference in the life of a child and impacting their lives in a way that will prepare them for success both on and off the golf course.

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

500

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$42,000.00

C.6. Total Capital Funding Request

\$12,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

12 months

C.8 Operating Spending Timeframe

12 months

D. Project Budget Categories

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Completed by kelsey@firstteecentralcarolina.org on 4/25/2022
10:54 AM

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
Life Skills Experience Programming Fees (\$180 per year x 150 participants)	\$27,000.00
Golf Skills Clinic (\$20) and Golf Tournaments (\$30) (Total-\$50 x \$150)	\$7,500.00
Hall-Woodward School Partnership Programming (\$5,000 for Equipment and \$500 for Travel Fees)	\$5,500.00
Summer Camps (\$10 per person)	\$2,000.00
	\$42,000.00

Capital Costs	Total
Winston Lake Learning Center Electricity (\$250 per month)	\$3,000.00
Winston Lake Learning Center Water (\$150 per month)	\$1,800.00
Winston Lake Learning Center Landscaping (\$600 per month)	\$7,200.00
	\$12,000.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
Grants	\$10,000.00
Individual Contributions including Board Members	\$13,000.00
Golf Fundraising Events	\$19,000.00
	\$42,000.00

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
City Grant	\$12,000.00
	\$12,000.00

E. Demographic and Geographic Distribution

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1:26 PM

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)

75.00 %

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 kelsey@firstteecentralcarolina.org on 4/20/2022
12:29 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 3

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

One main thing our chapter has really emphasized this year is building upon and increasing our relationships within our programming communities. For the past 5 years, we have partnered with local non-profits to provide them a free summer camp event each year. This year, we planned to extend that outreach by continuing that partnership year-round, by offering them scholarships to participate in our Spring and Fall programs. We also have now searched for new partners as well, including local Elementary Schools, such as Hall-Woodward. That is why we believe the First Tee belongs in Tier 2.

G. Collaboration

Completed by kelsey@firstteecentralcarolina.org on 4/20/2022
1:25 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?

2

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

Hall-Woodward Elementary School: We will be leading all of their 2nd-5th grade PE classes for four weeks, starting the first week of May. We will be teaching approximately 400 students the First Tee curriculum and introducing them to the game of golf.

Winston Lake YMCA: Currently we are still working to guarantee a Summer Camp with the Winston Lake YMCA, which we hope will lead to a year-round partnership. We have invited their organization to visit our Winston Lake Golf Course for a three-day summer camp, where they will learn a core value every day and play a few interactive golf activities. We also provide the participants with a free snack, free lunch, and a surprise giveaway each day as well.

H. Administration/Reporting

Completed by kelsey@firstteecentralcarolina.org on 4/25/2022
10:45 AM

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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

Workload	This will be measured by retention within our program and new participation numbers.
Effectiveness/Outcome	<p>All of our Life Skills Experience participants undergo a process known as "Certification". At the end of every season, students are tested on their understanding of the First Tee curriculum, golf etiquette/rules, and their golf game. If a child is age eligible and passes both the skills and written assessment (with a score of 80% or above), they advance to the next level of our program. Once they complete every level of the First Tee program, they receive a \$1000 stipend to go towards furthering their education or help them on their career path.</p> <p>We also monitor retention within our chapter and review the transitional rate, specifically from our events with our partner organizations. Mainly, we are interested to learn if the children and youth we encounter from our outreach events return to our traditional after school programs.</p>

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

Attached is a copy of our PLAYer Level Certification Materials, the Written Assessment and the Skills Scorecard. Each level of our program undergoes the Certification process. We also use a website called Salesforce to track our retention records.



Program Model Evaluation

PLAYer Level Test Version A (2022).docx

The First Tee Scorecard - PLAYer.xls

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

FTCC Risk Assessment.xlsx

I. Capacity

Completed by kelsey@firstteecentralcarolina.org on 4/22/2022
2:40 PM

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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.

First Tee is a youth development organization that teaches children and youth (Ages 7-18) core values, healthy habits, and life skills through the game of golf. We enable kids to build the strength of character that empowers them through a lifetime of new challenges. By seamlessly integrating the game of golf with a life skills curriculum, we create active learning experiences that build inner strength, self-confidence, and resilience that kids can carry to everything they do. We're Building Game Changers through our junior golf programs!

This project aligns with the mission of our program, as the funds will go to introducing children and youth within the Winston-Salem community to the First Tee curriculum, as well as the sport of a lifetime, the game of golf. These participants will learn about the 9 Core Values and 9 Healthy Habits upon which the First Tee was founded. They also will learn interpersonal skills, how to distinguish the difference between dreams and goals, as well as a plan to achieve them, and of course, most importantly, help them prepare for the future. Our hope is to build future game changers, that will be successful even beyond the golf course.

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.

Our chapter has been programming at Winston Lake Golf Course since 2009. However, in 2014, with the support of the City of Winston Salem and a generous capital campaign, First Tee—Central Carolina decided to extend this partnership and relationship by building a Learning Center at this location. Since its installation in 2017, our chapter has continued to utilize this facility, providing classes every Monday-Thursday afternoon from 4:30 pm to 6:00 pm in both the Spring and Fall. In doing so, we are able to reach approximately 150 different individual participants each year. We also use this facility to offer a three-day summer camp to another local non-profit organization each year, which we are hoping will be the Winston Lake YMCA this year.

As for our most recent initiative, our partnership with Hall-Woodward Elementary, our chapter staff, along with the help of volunteer coaches and the PE teacher, will be teaching our curriculum for four weeks to every 2nd-5th student during their PE classes. In total, we will reach over 400 children, most of which coming from economically challenged backgrounds. We believe this is just the start for this concept and are hoping to expand this idea into more Elementary schools within the next few months or year.

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

overcome

In order to implement this plan, our chapter will continue to offer programming experiences and opportunities at our Winston Lake Learning Center. Every Spring and Fall, we have provided children and youth between the ages of 7-18 an eight-week programming season, with classes taking place one day a week from 4:30 pm to 6:00 pm at our Winston Lake location. Each class typically accommodates between 15-20 participants and with two classes happening each day of the week, we potentially could reach about 150 children and youth throughout the year.

As for our Summer Camp, we typically conduct a camp for three days, Monday-Wednesday, from 9:00 am to 12:00 pm with about 20-25 students in attendance each day. Throughout the course of the day, each kid is introduced to at least three of our Core Values, such as Respect, and they participate in at least three different golf activities or games. Snack and Lunch is also provided.

In terms of our school partnership with Hall-Woodward Elementary, we have communicated numerous times with the school and finalized our plan the PE teacher. Starting in May, one of our chapter members, along with the help of volunteer coaches, will instruct every 2nd -5th grade PE class. Using our Logical Golf and SNAG (So Your New At Golf), which is our inside plastic golf equipment, we will teach each participant a Core Value, a Healthy Habit, and a specific golf skill each week. We also offer each student a scholarship to attend one of our First Tee classes during our upcoming Fall season.

At this time, the only barrier that we are trying to navigate is guaranteeing the participation of the Winston Lake YMCA for our upcoming Summer Camp. We have contacted the facility numerous times and even been by the corporate office but have yet to finalize a date for our 2022 Summer Session. We believe the reason we are dealing with these challenges is due to recent hires or staffing, but we are not 100% positive. We are continuing to reach out in hopes of setting a date, but only time will tell.

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.

First Tee—Central Carolina uses an extensive process called "certification" to evaluate the effectiveness of our program and the impact we are having on our students. Certification is designed to measure how well students understand and implement the core values, golf fundamentals, healthy habits, and life skills they have learned throughout the course of the season. This process is multi-dimensional (outline to follow), gathers qualitative and quantitative data, and ultimately provides valuable feedback on the performance of our chapter, staff, and volunteers. Certification Part 1: Written Test- At the conclusion of each 8-week session, all students are given a written assessment. Test questions are used to determine comprehension of material covered at each level of the program; this includes, but is not limited to, core values, healthy habits, life skills, golf etiquette, and golf rules. Certification Part 2: Golf Skills Application- For a student to have the best chance of success in the higher levels of the program, they should be able to complete basic golf skills. These minimum standards are not extremely challenging or difficult, but they do represent significant achievement and growth. Participants are evaluated on their ability in putting, chipping/pitching, and two elements of full swing (driving and approaching shots). All requirements must be met by a participant before advancing onto the next level. Certification Part 3: Coach/Parent/Teacher Evaluation- Last and perhaps most critical is the evaluation process. Before a student is eligible to move onto the next level, chapter staff request feedback from a child's coach, parent/guardian, and their teacher too. The purpose of this evaluation process is to gather qualitative data on how well each participant is applying the information they learn in the First Tee program. A student must have a successful evaluation before advancing. The entire "certification" process is extremely valuable as we are evaluating our efforts and results on a standard basis. Certification allows us to draw conclusions on how effective our teaching is, how many students are internalizing what they learn, and, to some extent, the impact our program is having on their lives beyond the First Tee.

First Tee—Central Carolina has additional means for measuring outcomes. Each year we report retention and progression measurements to gauge our performance. Retention metrics allow us to evaluate how appealing our program is to youth. Progression metrics help us determine how well our volunteers are being trained, and in turn, how well our volunteers are teaching our participants. Retention and progression measurements are gathered on a yearly basis.

The last method our chapter has for evaluating the program's impact on participants is the ACE program. The ACE program is the highest level a participant can achieve in the First Tee program. The ACE program is comparable to being an Eagle Scout with the Boy Scouts of America or a Senior in Girl Scouts. Keeping records on the ACE program participants and graduates has been, and will continue to be, extra helpful in measuring the First Tee—Central Carolina's success and impact on its oldest participants. Currently, our ACE Level ranks in the top five out of all 150 chapters in the First Tee Network!

J. Impact/Community Need

Completed by kelsey@firstteecentralcarolina.org on 4/22/2022
4:24 PM

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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 following information is based upon the First Tee Impact Report, which was a four-year study completed by the University of Minnesota. Young people do not automatically demonstrate respect or act with integrity. The acquisition of values is often a by-product of individuals' life opportunities. The First Tee Life Skills Experience teaches participants a set of skills to allow them to face challenges at home, school, and within their community in a constructive manner. The goal is for participants to internalize the Nine Core Values, which are at the heart of the First Tee mission. First Tee youth learn and improve life skills in a golf environment and these results are stable over time. According to research, the First Tee teaches young people valuable life skills including problem solving, managing time, controlling one's emotions, making friends with diverse peers, working well with others, and improving relationships with family and community. Here are some of the study highlights. Participants unanimously identified school as a setting which they transferred life skills. 73% reported high confidence in their ability to do well academically. 82% felt confident in their social skills with their peers. 57% credited the First Tee for their meeting and greeting skills. 52% credited the program for their ability to appreciate diversity. In addition, First Tee participants were compared to youth in other afterschool activities without a life skills curriculum. First Tee youth scored higher than the comparison group on use of general life skills, including goal setting, taking initiative, and managing their emotions, as well as on most measures of transferring life skills and demonstrating positive character traits. Research shows that youth who participate in the First Tee Life Skills Experience learn life skills and exhibit the First Tee Nine Core Values in the golf context, but also transfer and use these skills and qualities in school, at home, and in other settings. In addition, the retention rate in the First Tee is significantly higher than is found in typical youth sport organizations.

Due to the fact that the communities surrounding Winston Lake Golf Course and Hall-Woodward Elementary are considered QCT areas, we believe our program is ideal for this environment. First, we are introducing these children and youth to a game that they may otherwise never have the chance to experience. We also are giving them the opportunity to learn a variety of Core Values, Healthy Habits, and Life Skills, which will be helpful throughout life.

One thing our chapter does specifically for participants that finish our program, starting at the PLAYer Level and ending in ACE, is give them a \$1000 stipend, which they use to help them as they transition either into college or the work force. Our mission is to build game changers on and off the course. Our hope is that through being a part of our program, we help them become the best versions of themselves and lead them to a successful path even after they graduate.

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

above.

Short term, the impacts our program will have on the community is through the execution of our Life Skills Curriculum. If the children and youth implement what they learn within our classes, they not only will help make a better environment in which surrounds them, but they will also be the change that they hope to see in the world. For example, by teaching them Respect, we are encouraging children to not only be accepting of themselves, but also to treat others the way they would like to be treated. We hope these Life Skills will transition from the golf course to within their daily lives, homes, schools, neighborhoods, and communities.

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

Long term, our program is setting our participants up for success. Through teaching them different Interpersonal Skills, How to Set Dreams and Goals, and of course, planning for what's next, our program is helping our students plan for the future. Not only are we teaching them a game, which they are able to play throughout the entire life, which promotes a healthy lifestyle, but we are also getting them ready for what happens after the First Tee. A majority of our participants have gone off to college, some even playing collegiately. Others are working in the golf industry or are in the military. However, the most important thing is that a lot of them return as a volunteer coach, in hopes of giving back to the organization that has done so much for them.

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

We continue to track all of our returning participants and students. We watch as they advance and progress throughout our program, noticing their transition and growth every season, as well as each year. Even after they graduate, we continue to monitor their success, in hopes that each will lead to their end dream or goal.

K. Funding Stability

Completed by kelsey@firstteecentralcarolina.org on 4/25/2022
10:57 AM

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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?

No

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

10.00 %

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

22.00 %

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

First Tee—Central Carolina has already guaranteed plans for helping to sustain our Life Skills Experience classes and other outreach events now, as well as into the future. Through the donations of our annual contributors, such as corporate sponsors, local/national grants, Board Members, Staff, and other individuals from the surrounding area, we believe that we will be able to have a successful fiscal year. However, even with the help of our lifetime supporters, our chapter will continue to search for new potential sponsors, as well as new ways to receive revenue.

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



Commitment Letters

Carolinas Golf Foundation-04252022105600.pdf

L. Representation

Completed by kelsey@firstteecentralcarolina.org on 4/24/2022
9:39 PM

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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
Denise D. Adams	African American	N/A	Female
Greg Alcorn	Caucasian	N/A	Male
Dave Bohlmann	Caucasian	N/A	Male
Mark Brazil	Caucasian	N/A	Male
Candace Cummings	Caucasian	N/A	Female
Dianne Dailey	Caucasian	N/A	Female
Jim Deaton	Caucasian	N/A	Male
Chris Dunn	Caucasian	N/A	Male
Charles Frost	Caucasian	N/A	Male
Charlie Ganim	Caucasian	N/A	Male
Jeffrey Howard	Caucasian	N/A	Male
James Kluttz	Caucasian	N/A	Male
David Margolis	Caucasian	N/A	Male
Lawrence McSwain	African American	N/A	Male
Charles McQueary	Caucasian	N/A	Male
Donald Moore	Caucasian	N/A	Male
Kristi Scott	Caucasian	N/A	Female
Steve Scott	Caucasian	N/A	Male
Elswick Smith	Caucasian	N/A	Male
Dunlop White III	Caucasian	N/A	Male

M. Required Documents

Completed by kelsey@firstteecentralcarolina.org on 4/24/2022
9:54 PM

Case Id: 15092

Name: First Tee—Central Carolina - 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

Conflict of Interest Policy 052022.docx

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

FTCC 2020 990 Form.pdf

Organization By-Laws *Required

Amended and Reinstated First Tee Central Carolina Bylaws.docx

Articles of Incorporation *Required

Golf Fore Fun (FTCC) Articles of Incorporation.pdf

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

First Tee Central Carolina Non Discrimination Policy 042022.docx

Sexual Abuse and Molestation Prevention Policy 040922.docx

IRS 501(c)3 Designation Letter *Required

IRS 501(c)3 Letter.pdf

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

2019 TFFT Financial Statements_FINAL.pdf

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

Secretary Of State.png

N. Submit

Completed by kelsey@firstteecentralcarolina.org on 4/25/2022
10:59 AM

Case Id: 15092

Name: First Tee—Central Carolina - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Kelsey Calvert

Electronically signed by kelsey@firstteecentralcarolina.org on 4/25/2022 10:59 AM

04/25/2022