

## Program Overview

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 4/29/2022 9:58 AM

**Case Id:** 15123

**Name:** Barr, Cornelia - 2022

**Address:** \*No Address Assigned

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### Program Overview

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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](mailto: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](http://www.cityofws.org/clfrf)

## Contact Information

For any questions or concerns, please email [ARPA@cityofws.org](mailto:ARPA@cityofws.org) or call City Link at 336-727-8000.

## A.Contact Information

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/1/2022 3:26 PM

**Case Id:** 15123

**Name:** Barr, Cornelia - 2022

**Address:** \*No Address Assigned

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### A.Contact Information

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Please provide the following information.

#### ORGANIZATION/AGENCY INFORMATION

**A.1. Organization/Agency Name**

Piedmont Environmental Alliance

**A.2. Mailing Address**

1959 N. Peace Haven Road, No. 257 Winston-Salem, NC  
27106

**A.3. Organization Website**

peanc.org

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

2,006

**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**

Jamie

**A10. Last Name**

Maier

**A11. Title**

Executive Director

**A12. E-mail**

jamie@peanc.org

**A13. Phone Number**

(617) 602-5262

**BOARD CHAIR**

**A14. First Name**

Shona

**A15. Last Name**

Simpson

**A16. E-Mail**

shonasimpson1111@gmail.com.

**A17. Phone Number**

(336) 416-5829

**A18. Term Expiration Date**

11/23/2023

## B. General Project Information

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/1/2022 11:42 AM

**Case Id:** 15123

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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

#### B.1. Project/Program Title

Green Communities Green Jobs

#### B.2. Project Location/Address

1959 N. Peace Haven Road, No. 257 Winston-Salem, NC  
27106

### PROJECT CONTACT/MANAGER

#### B3. First Name

Jamie

#### B4. Last Name

Maier

#### B5. Title

Executive Director

#### B6. E-Mail

[jamie@peanc.org](mailto:jamie@peanc.org)

#### B7. Phone Number

(617) 602-5262

## C. General Project Narrative

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:55 AM

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### C. General Project Narrative

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Please provide the following information.

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

Piedmont Environmental Alliance (PEA)'s Green Communities Green Jobs Project will transform the City of Winston-Salem by utilizing the power of connections to elevate vital environmental issues, promote economic vitality and green jobs, and create a more just, resilient, and sustainable City.

The work ahead of us is big. Climate change and related environmental sustainability issues are already impacting our community and others like it around the world. While federal and global policies are critical to combating climate change and protecting our environment, we cannot rely on top-down leadership alone to transform our communities or to create the mitigation, adaptation, and resilience strategies that we need. We also cannot rely on individuals or small groups working alone to make independent choices that add up to the changes our communities need. To make a difference, we need a powerful and coordinated local movement that elevates intersectional environmental and economic issues, engages the community, and creates strategic, equitable, and inclusive solutions across disciplines and stakeholders. Piedmont Environmental Alliance has the relationships, expertise, and project/event management skills to lead this movement.

With support from the City of Winston-Salem and ARPA, PEA will bring together a diverse array of partners across sectors to address the inter-connected systemic issues that our City faces, including climate change, economic development, community health, and environmental justice. We will develop new relationships and community connections that increase awareness of the rich assets that already exist in our community and begin the work of utilizing our assets to develop innovative solutions that transform the City.

PEA will focus on three key strategies to achieve this transformation:

- 1). Grow the local green job economy, increasing the pipeline of candidates eligible for jobs and connecting job seekers with employers.
- 2). Build partnerships across sectors and neighborhoods with regular Sustainability Roundtables that facilitate intersectional solutions for vital community issues.
- 3). Launch an environmental action coalition to mobilize the community and support forward-thinking environmental initiatives.

#### Strategy 1 - Growing the local green job economy

In line with the City's top priority of Economic Vitality and Diversity, Piedmont Environmental Alliance will work with partners to grow the local green job economy, increasing the pipeline of candidates eligible for jobs and connecting job seekers with employers. Green jobs are those that directly benefit the environment (for example the alternative energy industry or local food production) or those focused on increasing the environmental sustainability of other industries.

According to research from the Brookings Institution ([https://www.brookings.edu/wp-content/uploads/2016/06/0713\\_clean\\_economy.pdf](https://www.brookings.edu/wp-content/uploads/2016/06/0713_clean_economy.pdf)), a strong green jobs sector bolsters the economic success of cities

and provides opportunities for less educated or under-employed workers.

In Winston-Salem and Forsyth County, there is currently no overarching mechanism for assessing, defining, and supporting the green business community. PEA will step into this leadership role and identify strengths, gaps, opportunities, and challenges to growing this forward-looking sector of the economy. Over the next three years, we will foster connections between employers, education / training programs, and job seekers; and send the message to green businesses that Winston-Salem welcomes new sustainable companies and is developing a workforce with the skills to support this growth. Key activities include:

- Conduct research on the needs of local green businesses and identify ways that we can support their continued growth;
- Conduct research on education programs focused on green jobs (degree programs, apprenticeships, internships) to identify what they need to be successful;
- Share information with local educational institutions, the City, and community partners to grow awareness of and interest in the sector, including through regular workshops and webinars;
- Organize regular green job fairs to connect employers with job seekers with 150+ job seekers and 50-75+ employers represented;
- Develop a directory of green employers and green job opportunities with 100+ listings;
- Re-launch PEA's Green Business Network, which provides specific action items to help local businesses adopt more sustainable practices and support new job opportunities with 35+ members.

## Strategy 2 - Building partnerships across sectors and neighborhoods

Piedmont Environmental Alliance believes that the work of transforming our City cannot happen without deep partnerships and community connection, as written in the 2022-2025 Strategic Plan. With support from the City, PEA will re-Launch our Sustainability Roundtable program, bringing together a diverse array of individuals and institutions across sectors to build relationships and explore opportunities for innovative partnerships.

In 2019, PEA piloted the first Sustainability Roundtable, which brought together 50+ community leaders across sectors to discuss climate justice and sustainability, and increase collaboration on vital environmental issues. The event was a success by all metrics: 100% of participants met new prospective collaborators and 100% of participants developed ideas for future partnership. Unfortunately, additional Roundtables and follow-up were stymied by the COVID 19 Pandemic.

Over the next three years, PEA will re-launch and grow the Sustainability Roundtable with a focus bi-annual events and other activities that:

- Build trust and shared vision among 150+ diverse participants;
- Support intersectional conversations and innovative partnerships that address vital community needs around environmental sustainability, climate justice, community health, and economic vitality;
- Launch 5+ new initiatives that address environmental sustainability, climate justice, community health, and economic vitality;
- Lay the groundwork for an inclusive, diverse local environmental action coalition to support environmental initiatives and policies.

## Strategy 3 - Launching a diverse environmental action coalition

In addition to building the local green job economy and growing more powerful community connections, our City needs

strong, diverse coalitions working to mobilize the community and support innovative environmental initiatives. PEA's new Environmental Action Coalition is building a network of community groups, neighborhood associations, and local non-profits focused on creating and implementing environmental projects and programs.

In the next three years, PEA will:

- Build a diverse, intersectional network of 30+ representative members from across Winston-Salem and Forsyth County with shared goals, vision, and activities;
- Mobilize thousands of community members to get involved in coalition events, programs, and activities in support of local environmental initiatives;
- Support pro-environmental policy and practice within the City of Winston-Salem, Forsyth County and other local institutions by highlighting best practices, sharing new opportunities, and mobilizing community support.

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

Piedmont Environmental Alliance has a history of success in outreach and recruitment for all of our programs. We use our strong network of partnerships to reach people and groups across every neighborhood in our City. We utilize printed materials, emails, phone calls, conversations, and more to share opportunities and encourage diverse participation. We employ surveys and follow-up to ensure programs benefit the participants.

Specific to these programs:

-Green employers will become involved through direct outreach, through participation in the Sustainability Roundtables and the PEA Green Business Network, and through outreach and promotion, including social media, press releases, emails, and phone calls. They will receive information about the green job economy, participate in job fairs, have the opportunity to participate in PEA's Green Business Network, and dialogues with organizations that provide training. Employers will attract more job candidates, have clear action steps to improve their environmental footprint, and enjoy the marketing boost of sharing their green status with customers.

-Job seekers will access services through publicity, direct outreach, and through our community partners, including Goodwill Industries, WS Rise, the Urban League, Winston-Salem State University, and Forsyth Tech.

-The Sustainable Roundtable stakeholders will join by invitation. They will participate by sharing ideas and forging new relationships. By doing so, they will benefit by establishing partnerships, gaining a better understanding of Winston-Salem's strengths as a sustainable community, and engaging in actions that address the environmental challenges our community faces.

-Environmental Action Coalition members join by invitation, with PEA staff focused on finding diverse prospective members across all neighborhoods. Current coalition members will also help recruit new members. Members of the coalition benefit by participating in a strategic, thoughtful, and diverse group working toward shared goals.

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

450

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

No

**Describe the other areas (counties) that will benefit**

PEA's Green Communities Green Jobs program will primarily focus on the City of Winston-Salem and Forsyth County.

The transformative nature of the programs will have impacts across the region.

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

80.00 %

**TOTAL FUNDING REQUEST**

**C.5. Total Operating Funding Request**

\$195,000.00

**C.6. Total Capital Funding Request**

\$0.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

0

**C.8 Operating Spending Timeframe**

36 months



## D. Project Budget Categories

Completed by cornelia@peanc.org on 5/1/2022 3:31 PM

Case Id: 15123

Name: Barr, Cornelia - 2022

Address: \*No Address Assigned

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### D. Project Budget Categories

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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
Year 1: Staff salary for part-time community program organizer	\$35,000.00
Year 1: Events (space, printed materials, food)	\$8,000.00
Year 1: Outreach & Marketing (design, advertng, etc)	\$5,000.00
Year 1: Staff Support + Training	\$8,000.00
Year 2: Staff Salary, Full time Community Program Organizer	\$50,000.00
Year 2: Event (space, printed materials, food)	\$10,000.00
Year 2: Outreach and Marketing (design, advertising)	\$5,000.00
Year 2: Staff Support + Training	\$5,000.00
Year 3: Staff Salary, Full time Community Program Organizer	\$55,000.00
Year 3: Event (space, printed materials, food)	\$10,000.00
Year 3: Outreach and Marketing (design, advertising)	\$4,000.00
Year 3: Mini-grants and project support for new initiatives	\$6,000.00
Year 3: Staff Support & Training	\$4,000.00
Year 1: Administrative & Overhead Costs	\$15,000.00
Year 2: Administrative & Overhead Costs	\$20,000.00
Year 3: Administrative & Overhead Costs	\$25,000.00
	\$265,000.00

Capital Costs	Total
No Capital Costs	\$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
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Wells Fargo Grants over 3 years	\$30,000.00
Individual Donations in Support of Program over 3 years	\$40,000.00
Transformative Grant from City of WS	\$195,000.00
	\$265,000.00

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
No Capital Expenses	\$0.00
	\$0.00

## E. Demographic and Geographic Distribution

Case Id: 15123  
Name: Barr, Cornelia - 2022  
Address: \*No Address Assigned

Completed by cornelia@peanc.org on 4/29/2022 10:34 AM

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### E. Demographic and Geographic Distribution

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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)

70.00 %

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 [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:55 AM

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### F. Alignment to Strategic Plan

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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 1

**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.**

A strong green jobs sector bolsters the economic success of cities and provides forward-looking, sustainable opportunities for less educated or under-employed workers. Piedmont Environmental Alliance's Green Communities Green Jobs Project will create and sustain a local green jobs economy, with a growing workforce of trained employees. Our efforts will utilize the power of partnerships, community connections, education, and research to grow the pipeline of candidates eligible for jobs and connect job seekers to employers through job fairs and other outreach. We will work with local businesses to build environmental policies and practices that qualify them to join the green business community. We will launch new opportunities to support environmental initiatives and jobs through our Roundtables and Environmental Action Coalition work.

In addition, this proposal will address Tier 2 and Tier 3 priorities. All of our programs build community connections and partnerships as a tool for achieving equitable and lasting environmental outcomes. Our programs will also launch and support environmental initiatives and other vital systemic issues across the community.

## G. Collaboration

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:12 AM

**Case Id:** 15123

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**Address:** \*No Address Assigned

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### G. Collaboration

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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?**

PEA has a proven track record of working with partners to address community-wide issues.

For our strategy of growing a local green job economy, partners including Goodwill Industries and the Urban League will provide assistance on workforce development strategies and job fairs. Local educational institutions including Winston-Salem Forsyth County Schools, Forsyth Tech, Wake Forest University, and Winston-Salem State University will share information about job training, job fairs, and apprenticeship opportunities. Local businesses such as Camino Bakery, a/perture Cinema, and Second Harvest Food Bank will work with PEA to pilot and grow the Green Business Network.

The Sustainability Roundtables will engage a large group that will explore common concerns and community needs, establishing partnerships that further their interests. Participants will include nonprofits such as Citizens' Climate Lobby, PowerUp, Partnership for Prosperity, SHARE Co-op, and Island CultureZ; educational institutions including Wake Forest University, Winston-Salem State University (including its Spatial Justice Studio), and Forsyth Tech; businesses such as Chavo Design, Novant Health, Wells Fargo, Mona + Associates Design, Renewable Energy Design, Gallins Family Farm, New Atlantic Contracting, Roots First, and Waste Management; and government agencies and representatives.

Coalition members will focus on creating joint environmental initiatives and actions to serve the community.

Participants include PowerUp, Forsyth Audubon, Sierra Club Foothills Chapter, Citizens Climate Lobby, Gateway Nature Preserve, and faculty and staff of various educational institutions.

## H. Administration/Reporting

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:58 AM

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Address: \*No Address Assigned

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### H. Administration/Reporting

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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	<ul style="list-style-type: none"><li>--Grow the local green job economy, increasing the pipeline of candidates eligible for jobs and connecting job seekers with employers.</li><li>--Build partnerships across sectors and neighborhoods with regular Sustainability Roundtables that facilitate intersectional solutions for vital community issues.</li><li>--Launch an environmental action coalition to mobilize the community and support forward-thinking environmental initiatives.</li></ul>
Effectiveness/Outcome	<ul style="list-style-type: none"><li>--Research conducted on the needs of local green businesses and identify ways that we can support their continued growth;</li><li>--Research conducted on education programs focused on green jobs (degree programs, apprenticeships, internships) to identify what they need to be successful;</li><li>--Green economy research shared with local educational institutions, the City, and community partners to grow awareness of and interest in the sector, including through regular workshops and webinars;</li><li>--Annual green job fairs organized to connect employers with job seekers with 150+ job seekers and 50-75+ employers represented;</li><li>--Directory of green employers and green jobs developed with 100+ listings;</li><li>--PEA's Green Business Network re-launched with 35+ members.</li><li>--Relationships and trust built among 150+ diverse, cross-sectoral Roundtable participants over 6+ events;</li><li>--5+ new initiatives that address environmental sustainability, climate justice, community health, and economic vitality launched;</li><li>--Diverse, intersectional network of 30+ representative members from across Winston-Salem and Forsyth County developed, with shared goals, vision, and activities. Meeting monthly;</li><li>--Thousands of community members mobilized to get involved in coalition events, programs, and activities in support of environmental initiatives;</li><li>--Increase in the number of pro-environmental policies and practices with the City of Winston-Salem, Forsyth County and local institutions.</li></ul>

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**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**

Evaluation Models.pdf

**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 [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:40 AM

**Case Id:** 15123

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**Address:** \*No Address Assigned

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## I. Capacity

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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.**

Piedmont Environmental Alliance's mission is to educate and empower, build community, and inspire action to create a more just, resilient, economically vibrant, and environmentally sustainable community. Our vision is of a community in which barriers to sustainability are broken down, whether they are barriers created through lack of knowledge, lack of resources, or lack of opportunity. We intentionally bring diverse voices to the table that truly reflect all of Winston-Salem's people.

Our education programs inspire learners of all ages to become citizen environmentalists, with the tools and knowledge to make sustainable lifestyle choices and champion environmental issues with their families, schools, and communities. Our in-classroom presentations bring vital environmental topics to 150+ Title 1 classrooms annually, introducing concepts like climate change, renewable resources, water conservation, and community advocacy. Our Annual Environmental Debate Program works with high school students across the region to develop young leaders with the skills, knowledge, and passion to become change-makers in their community. In total, PEA's education programs engage more than 4,000 students annually, with a focus on students attending Title 1 Schools in Winston-Salem/Forsyth County.

We organize events and volunteer opportunities that educate, build community, and inspire pro-environmental action. Our Piedmont Earth Day Fair is THE event for celebrating sustainability and green living in the region, with great food and music, activities for adults and kids, and wonderful exhibitors and sponsors, with more than 100 vendors and thousands of attendees. Other events include neighborhood-led clean-up days, regular lunch-and-learns, local speakers, and networking events.

We partner with organizations, corporations, individuals, and communities across the region to influence policy and practice on environmental issues. From supporting the elimination of styrofoam trays in local schools to launching our Green Business Network designed to motivate local business owners to take action on environmental issues, we're focused on bringing a diverse range of folks to the table to create real community change.

With our proven track record of community outreach and engagement, event planning, relationship building, and convening diverse groups from across the community, we are well poised to achieve success with our Green Communities, Green Jobs Project. The support of the City of Winston-Salem and ARPA will allow PEA to utilize the power of connections to elevate vital environmental issues, promote economic vitality and green jobs, and create a more just, resilient, economically vibrant, and sustainable City.

### **I.2. Describe the organization's current infrastructure and capacity to deliver the program services or complete the**

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**project. Include any relevant current programming and experience providing similar services.**

PEA is a growing nonprofit, with impact that far surpasses our size and a burgeoning reputation for effective environmental programs and projects. We have a proven track record of community outreach and engagement, event planning, relationship building, and convening diverse groups from across the community. With the support of City of Winston-Salem ARPA funds, we are well-positioned to grow the staffing and programming needed for our Green Communities, Green Jobs Project to succeed.

Our current team of four staff members includes our Executive Director, Community & Youth Program Coordinator, Marketing Coordinator, and Development Associate. We will also on-board a full-time VISTA volunteer staff member in August to focus on our education programs. With funding from the City, PEA will expand staff capacity and our part-time Community & Youth Program Coordinator will shift to full-time to achieve the project objectives.

PEA has a strong and talented Board of Directors, with 15 diverse and experienced members representing educators, environmental entrepreneurs, nonprofit professionals, business owners, community advocates, and more. Our new and growing Advisory Council enhances the organization's capacity with additional subject matter experts who advise and support our programs.

PEA's ability to manage large events is illustrated by the success of the annual Piedmont Earth Day Fair, which attracts 8,000+ attendees and 100+ vendors every year. We will use our proven outreach, marketing, event-planning, and recruitment strategies to host annual job fairs, Sustainability Roundtables, and other events as part of this project.

We have demonstrated capacity in launching and managing the types of programs proposed as part of the Green Communities Green Jobs Project. For example, our successful 2019 Sustainability Roundtable lays the foundation for on-going future events. Our 2020 Green Business Network pilot program successfully worked with 6 local businesses on specific actions to reduce their carbon footprint and become certified members of the network. Our new Environmental Action Coalition has already begun to meet regularly to identify shared projects, messaging, and movement around local environmental issues. Our successful education programs demonstrate our ability to partner with local institutions to reach people and groups across the community.

Piedmont Environmental Alliance is committed to listening, participating, advocating, and showing up for people of color and for the principles of equity and justice in our community. We focus all of our programs on reaching diverse populations across sectors, disciplines and lines of economics and race. We set and meet diversity and representation goals for all programs, events, and partnerships and strive to elevate the work of BIPOC and historically excluded community leaders.

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

**Year 1 Implementation Plan**

- Identify partners and begin research to better understand local green businesses and how to support growth in Winston-Salem. Explore best practices in similar cities nationally and in the Southeast.
- Conduct research on education programs focused on green jobs (degree programs, apprenticeships, internships) to identify what they need to be successful. Discuss with educational institutions what would be most useful for local economy, opportunities to expand existing programs.
- Organize a pilot Green Job Fair, working with partners organizations and educational institutions to connect job seekers with employers. Evaluate job fair and identify avenues for growth.
- Re-launch the PEA Green Business Network with specific action items to help local businesses adopt more sustainable practices and support new job opportunities with 10+ members.

- Host 2 Sustainability Roundtable events, building trust and shared vision among 50-75 participants.
- Launch a diverse, intersectional Environmental Action Coalition of 15+ organizations and individuals.
- Identify shared values, goals, and systems for working on environmental initiatives.

#### Year 2 Implementation Plan

- Continued research to better understand local green businesses and green job-training programs, including draft list of green businesses and job opportunities for our Year 3 website.
- Develop and share white papers and one-pagers on the green job economy in Winston-Salem and Forsyth County with local government, institutions, and community members.
- Organize a second, larger Green Job Fair, working with partners organizations and educational institutions to connect job seekers with employers. Continue to evaluate job fair and identify avenues for growth.
- Recruit new members to PEA's Green Business Network with 20 members participating.
- Host 2 Sustainability Roundtable events with deeper engagement among 75-100 participants.
- Support Roundtable participants in launching 2-3 environmental initiatives as teams of working groups.
- Continue to grow a diverse, intersectional Environmental Action Coalition of 20+ organizations and individuals. Have identified initiatives and policies to support. Utilizing shared messaging and outreach to mobilize neighborhoods and communities.

#### Year 3 Implementation Plan

- Continued research to better understand local green businesses and green job-training programs.
- Develop and share white papers and one-pagers on the green job economy in Winston-Salem and Forsyth County with local government, institutions, and community members. Host workshops and webinars to share information broadly.
- Organize a third Green Job Fair to connect employers with job seekers with 150+ job seekers and 50-75+ employers represented.
- Develop and share online a directory of green employers and green job opportunities with 100+ listings.
- Recruit new members to PEA's Green Business Network, with 35+ members certified annually.
- Host 2 Sustainability Roundtable events with deeper engagement among 100+ participants.
- Support Roundtable participants in 5+ environmental initiatives as teams of working groups, including providing mini-grant funding/stipends to active groups.
- Continue to grow a diverse, intersectional Environmental Action Coalition of 30+ organizations and individuals. Have identified initiatives and policies to support. Utilizing shared messaging and outreach to mobilize neighborhoods and communities.

Any new project or program is subject to obstacles and barriers. The key barrier we face at PEA is staffing. This project has big, transformative goals and will require a strong staff and volunteer team. ARPA funding will support PEA increasing staff leadership time to accomplish the project. If we experience staff turnover or other unexpected staffing issues, we may need to train additional staff members to lead.

The green economy and green job creation is a new area for PEA. We will partner with local organizations and experts around the country to support the growth of these new program areas. We are well poised to succeed in spite of the novelty of this specific topic because of our strong ability to form relationships and research/launch new programs. We have found that other nonprofits, educators, government agencies, etc. are willing and able to support smaller, local efforts.

Lastly, PEA's Green Communities, Green Jobs Project focuses on the power of partnerships, relationships, and collaboration to transform our City. Collaborative work is inherently slow because it takes time to develop new relationships and build trust to support collective action. That said, PEA has been building community relationships and

good will for many years. With our strategic planning and vision, we are well-poised to accomplish the work set out in this plan.

**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.**

PEA will assess progress on the plan by:

- Collecting quantitative data for all events and programs, including number of participants, identity of participants, representation of participants across the City/County (zip codes), sector represented by participants.
- Collecting qualitative feedback for all events and programs, using online survey tools to collect feedback, participant outcomes/learning, and more.
- Working with partner organizations to set a baseline and track environmental initiatives, green jobs, and other program outcomes. How is our community growing annually in these metrics?
- Creating and sharing an online tool for tracking environmental initiatives and outcomes in Winston-Salem and Forsyth County.

## J. Impact/Community Need

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:56 AM

Case Id: 15123

Name: Barr, Cornelia - 2022

Address: \*No Address Assigned

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### J. Impact/Community Need

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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.**

Piedmont Environmental Alliance (PEA)'s Green Communities Green Jobs Project will transform the City of Winston-Salem by utilizing the power of connections to elevate vital environmental issues, promote economic vitality and green jobs, and create a more just, resilient, and sustainable City.

The needs are great. Coming out of the COVID 19 pandemic, the City of Winston-Salem needs new, innovative ideas to ensure economic prosperity and vibrancy for all community members. The research is clear, from international organizations like the United Nations (<https://www.unep.org/regions/asia-and-pacific/regional-initiatives/supporting-resource-efficiency/green-economy>) to the US Conference of Mayors (<https://www.usmayors.org/programs/alliance-for-a-sustainable-future/>) to the City of Winston-Salem's own Strategic Plan: Winston-Salem must engage in job creation and workforce development to meet the needs of our community, address poverty, and ensure equity.

Facing the existential threat of a changing climate and shifting economy, the way to ensure economic resilience is through green jobs and environmental programs that build community connections and partnerships we need to solve local systemic, intersectional issues. We cannot rely on individuals or small groups working alone to make independent choices that add up to the environmental, economic, or equity changes that our communities need. To make a difference, we need a powerful and coordinated local movement that elevates environmental issues, engages the community, and creates strategic, equitable, and inclusive solutions across disciplines and stakeholders. Piedmont Environmental Alliance has the relationships, expertise, and project/event management skills to lead this movement.

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

PEA's Green Communities Green Jobs Project will achieve the following short-term impacts:

--Start a community conversation about green industry, green jobs, and green economic development and their potential to transform the City of Winston-Salem.

--Build new and unusual partnerships across sectors and disciplines to begin addressing climate change, economic development, environmental justice, and collective action. Explore opportunities for traditionally siloed groups to expand impact through collaboration.

--Launch a Green Job Fair to publicize job opportunities and encourage workforce development in these fields.

--Re-start PEA's Green Business Network to reduce the carbon footprint of local businesses. Begin efforts to promote

Winston-Salem as a center for green industry.

--Build an environmental action coalition to create and expand local environmental initiatives and policies.

--Bring together community stakeholders to better understand community assets, and how to utilize them to address the combined issues of climate change, environmental justice, and economic growth for all.

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

PEA's Green Communities Green Jobs Project will achieve the following long-term impacts:

--Winston-Salem will be perceived as a growing leader in the green jobs economy, with a sector that's bringing in new businesses, encouraging existing businesses to be more sustainable, and a workforce developing the skills to participate.

--Strong partnerships across sectors and neighborhoods are regularly collaborating to identify and address intersectional issues like climate change, economic development, environmental justice, and collective action.

--The City of Winston-Salem is adopting pro-environmental policies and supporting local pro-environmental initiatives.

--More community members across neighborhoods and socioeconomic lines can articulate the importance of environmental initiatives and actions.

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

--Tracking mentions of green industry and green jobs in local earned media, City Council meetings, Chamber of Commerce meetings, and beyond. When and where are these issues on the agenda.

--Hosting and tracking participant feedback at PEA's Sustainability Roundtable, Environmental Action Coalition and Green Job Fair.

--Recruiting new members to join the PEA Green Business Network and tracking their feedback.

--Tracking local environmental initiatives and actions to develop a baseline for growth.

--Tracking national mentions of Winston-Salem connected with a vibrant green jobs sector.

--New actions taken by the City of Winston-Salem to adopt environmental policies and practices.

--New environmental programs and partnerships in the City of Winston-Salem.

--Listening sessions across neighborhood groups show more community members discussing and advocating for green jobs and environmental initiatives.

## K. Funding Stability

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 10:57 AM

Case Id: 15123

Name: Barr, Cornelia - 2022

Address: \*No Address Assigned

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### K. Funding Stability

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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?**

18.00 %

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

73.60 %

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

Funding for PEA's Green Communities, Green Jobs Project will launch new and burgeoning programs and events, transforming the City landscape when it comes to green jobs, community collaboration, and environmental initiatives.

PEA is a small and growing local non-profit with a track record of capitalizing on successful programs to increase organizational revenue (and grow our programs even more). Since we launched our education programs in 2015, PEA has grown our budget from \$40,000 to \$150,000. Our combination of strategic, timely programming, strong messaging, and proven outcomes has led to increased funding across revenue streams. In the past three years alone, PEA's membership has more than doubled, our major donor program tripled, and our corporate sponsorships and foundation grants also significantly increased.

As in our recent past, PEA will use the success of the new and growing programs outlined in this proposal to build a case for continued support from donors, partners, businesses, and foundations across the state. We will track outcomes, stories, and photos to make a compelling case and we will engage in fundraising as early as year 1 to ensure we have the funds to continue the work after the ARPA grant is complete. In addition to our successful fundraising efforts, we have built some funding into this proposal. For example, members of the PEA Green Business Network donate funds to receive certification. Growing partnerships will lead to in-kind donations of spaces, food, printing, and more. As PEA continues to grow our reputation for transformative work in support of economic vibrancy, environmental sustainability, and climate justice, we feel confident we will secure the ongoing funding to impact the community.

In addition to these resources, as we focus on environmental justice and employment equity for all, we will reach out to the Z. Smith Reynolds and Kate B. Reynolds foundations to explore how our work supports their equity and poverty-reduction programs.

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

**Commitment Letters**

Wells Fargo\_Commitment Letter.pdf



## L. Representation

Case Id: 15123

Name: Barr, Cornelia - 2022

Address: \*No Address Assigned

Completed by cornelia@peanc.org on 5/1/2022 2:51 PM

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### L. Representation

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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
Shona Simpson	White		Female
Anna Marie Carr-Reinhard	White		Female
Alec Robinette	White		Male
Leah Lavin	White		Female
Paul-Ernest Cheron	White		Male
Cary Clifford	White		Female
Ucha David	Black		Non-Binary
Dedee Delongpre Johnston	White		Female
Lauren Quartz DiBiance Frye	White		Female
Kristen Haaf	White		Female
Jonathan Halsey	White		Male
J. Denise Johnson	Black		Female
Robert Leak III	Black		Male
Rashawn Meekins	Black		Female
Daisy Rodriguez	BIPOC	Latina	Female

## M. Required Documents

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 11:00 AM

Case Id: 15123

Name: Barr, Cornelia - 2022

Address: \*No Address Assigned

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### M. Required Documents

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Please provide the following information.

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

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### Documentation

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

PEA Personnel Manual (revised 2017) (2).pdf

Conflict of Interest Policy for PEA.pdf

CodeofConduct.pdf

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

2020 Tax Return Documents (PIEDMONT ENVIRONMENTAL - Client Copy) (1).pdf

**Organization By-Laws \*Required**

PEA Bylaws\_Amended October 2019.pdf

**Articles of Incorporation \*Required**

PEA Articles of Incorporation on file with SoS.pdf

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

PEA Personnel Manual (revised 2017) (2).pdf

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

501(c)3.pdf

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

City of WS\_No Financial Audit.pdf

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

Certificate.pdf

Issuance of License.pdf

## N. Submit

Completed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 11:01 AM

**Case Id:** 15123

**Name:** Barr, Cornelia - 2022

**Address:** \*No Address Assigned

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## N. Submit

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Please provide the following information.

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

Cornelia W. Barr

*Electronically signed by [cornelia@peanc.org](mailto:cornelia@peanc.org) on 5/2/2022 11:01 AM*

05/02/2022