

Program Overview

Completed by robin.stone@uss.salvationarmy.org on 3/25/2022
9:10 AM

Case Id: 15060
Name: Stone, Robin - 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 robin.stone@uss.salvationarmy.org on 4/21/2022
11:29 AM

Case Id: 15060

Name: Stone, Robin - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

The Salvation Army of Greater Winston Salem

A.2. Mailing Address

1255 North Trade Street Winston Salem, NC 27101

A.3. Organization Website

www.salvationarmyws.org

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

1,994

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

Major Andrew

A10. Last Name

Wiley

A11. Title

Area Commander

A12. E-mail

andrew.wiley@uss.salvationarmyws.org

A13. Phone Number

(336) 245-2070

BOARD CHAIR

A14. First Name

Ken

A15. Last Name

Carlson, Jr

A16. E-Mail

kcarlson@constangy.com

A17. Phone Number

(336) 761-6843

A18. Term Expiration Date

01/01/2023

B. General Project Information

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
11:10 AM

Case Id: 15060

Name: Stone, Robin - 2022

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B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Teen Center @ The Salvation Army Ken Carlson Boys & Girls Club

B.2. Project Location/Address

2100 Reynolds Park Rd Winston-Salem, NC 27107

PROJECT CONTACT/MANAGER

B3. First Name

Robin

B4. Last Name

Stone

B5. Title

Director of Development

B6. E-Mail

robin.stone@uss.salvationarmy.org

B7. Phone Number

(336) 245-2080

C. General Project Narrative

Completed by kimberly.trent@uss.salvationarmy.org on 4/25/2022
11:47 AM

Case Id: 15060

Name: Stone, Robin - 2022

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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

The future is uncertain for many of the youth of Winston Salem. They face increased risks of gang violence in their schools and neighborhoods and a competitive job market when they leave school. In addition, businesses are reimagining how they work and serve their customers. Our Teen Center project will help us prepare young people to meet the workforce challenges of tomorrow and provide the needed safe spaces and positive mentorships to level the playing field and help them stay on the right path in the midst of change. The Salvation Army Boys & Girls Club has 82 years of experience providing caring support and mentorships to teens, making us ideally suited to lead this effort. The Salvation Army seeks to create a dedicated teen center within our existing facility located at 2100 Reynolds Park Rd. in Winston-Salem. The Teen Center will provide staff and volunteer mentors and activities that will help teens develop essential skills like creativity, communication, and critical thinking. Our Boys & Girls Club Workforce Readiness (Development) program will spark interests in careers related to STEM (Science, Technology, Engineering and Math), business, the arts, and more. We plan to include a youth mental health issues educational program in partnership with The Mental Health Association in Forsyth County.

Renderings of a proposed interior design and budget are included in the Letter of Support upload documents. The Teen Center design will be innovative and engaging with bold colors, designated areas for activities, and a teen café. There will be colorful paint, interesting lighting, large rugs and functional, comfortable furniture that is movable. We currently have a large inventory of tables and metal chairs for large activities and educational curriculum and events. We have been reviewing all the needed materials and know the cost of furniture, paint, etc. to make our final decisions. Those costs are included in our budget.

We have included photos of two current teen centers to help you visualize the potential for creating an engaging space. Also, included in this application is our current facility floor plan and our new floor plan with the renovation of space to create a Teen Center. We plan to convert two classrooms into a teen café that includes a small kitchen area, refrigerator, sink, appliances (microwave, air fryer) and high top seating with a charging station. Teens will be able to prepare their own snacks, which creates that independence they are seeking, and we will re-locate our current cooking classes to that area. On the other side of the building, we will convert two classes into an activities area and open a doorway and glass storefront (glass windows with aluminum support) into a wall that currently separates our existing game room. The new teen space will accommodate multiple activity areas for education, gaming, art, exercise, and fun areas for socializing. Rugs, furniture and/or equipment will define these activity spaces.

All of the teen space will have new glass/aluminum storefronts creating visibility into all areas for staff. In addition, we will add two storefronts to both hallways that lead to the remainder of the current facility. This will allow us to restrict access to unauthorized areas during teen only hours. We want the teens to be safe and deter any temptation to leave the supervised area and engage in behaviors the club does not condone or promote. This additional safety measure did create a challenge with restrooms since we only have single use bathrooms in the proposed teen space. We propose using ARPA funds to expand those current restrooms in the dedicated space to handle the expansion of teens served. Our facility already has a gymnasium for physical activities and educational programs. We plan to serve 100 teen club members, with most attending evenings and weekends and full capacity during the summer. Some teens will attend for

all programming (after-school, extended teen hours and summer) and some may choose one or more of those options, which allows for more than 100 unique individuals to enjoy the program. In addition, we will offer opportunities for other teens to drop in and try the program and to participate in collaborative community events (educational training, sports tournaments, job fairs, etc.).

The teen center will have extended hours into the late evening and on weekends to give teens safe alternatives. Our teen center will create a community of teens with shared values like respect, education, and healthy lifestyles. The program will provide high quality resources to teens ages 13 through 18 who need the most help due to income disparities. Teens will be empowered to explore volunteerism, extra curricular activities, and certifications in their communities. They will access financial literacy programs, internships, and local jobs. Our partnership with MHA (Mental Health Association in Forsyth County) will provide 12 educational programs annually, led by a licensed therapist focusing on youth mental health issues including:

1. Coping with stress in school
2. Coping with anger and frustration
3. Appropriate vs. inappropriate texting
4. Setting boundaries
5. Recognizing crisis in others and when to tell an adult, and more.

In addition, youth that are experiencing mental health challenges can be confidentially referred for short-term counseling for themselves and/or family free of charge.

Every year for the past 33 years, we have executed a 14-week workforce readiness (development) program for all middle and high school club members to prepare for life beyond graduation, which could include two or four year college degrees, trade programs, military, or direct entry to the workforce. This expansion creates access for twice the amount of teens currently served.

An integral part of our programming is to continue collaborations with current organizations and seek new resources.

We will collaborate with community partners:

1. Winston-Salem/Forsyth County Schools
2. City and County officials
3. Forsyth County Sheriff's office, Winston Salem Police Department and the Winston-Salem Fire Department
4. Community agencies offering similar or related services
5. Local recreation centers
6. Local Universities like WSSU, WFU, Forsyth Tech and Salem College
7. Community Churches
8. Mental health experts
9. Businesses like Taco Bell and Old Navy
10. United Way of Forsyth County

Newer resources will likely include:

1. Neighbors for Better Neighborhoods
2. Winston-Salem Black Chamber of Commerce
3. Gang Task Force
4. Young Leaders Organizations

We will rely on their expertise to offer teens resources that promote equity, accountability, teamwork, respect, and continuing learning and improvement. New programs will include internships and part-time employment for teen members. We are in conversations with Forsyth Tech for internships and technical school opportunities post high school, and they have included a letter of support of our plan.

We are fortunate to have many Salvation Army Advisors including:

1. Advisory Board
2. Boys & Girls Club Advisory Council
3. Boys & Girls Clubs of America

4. Salvation Army Boys & Girls Clubs in North and South Carolina

A critical component to our success is our regular meetings and interactions with our teen club members and their parents/guardians, gaining valuable input into all aspects of programming. In preparing for this application, our teens completed a survey capturing their thoughts on a teen center. See examples in the Letter of Support upload.

Our goal will always be to provide innovative programming for teens to promote the health, safety, wellbeing, and economic and social vitality for low-income teens. Our teen programming focuses on equitable education, workforce readiness and healthy lifestyles, including courses like Diplomas2Degrees, Digital Literacy, and Money Matters. Please see a complete listing of programming below.

Along with funding for the space for teens within our building, funds are requested to hire a program director and staff that specialize in teen centered programming to lead this effort. The additional staff will have skilled and experienced current club staff to support them. We are asking for two years of funding for staff and additional operational expenses to allow time to secure future resources.

We are actively seeking those funding resources and you will see a diverse set of supporters in the partner section. In good faith, we are providing letters of support from a variety of individuals, community leaders, and businesses who believe in the importance and need for this program. These friends have agreed to either support us financially on an ongoing basis and/or help to raise funds from other sources. We are confident we will raise future funding to support this Teen Center.

American Rescue Plan funding can rescue a very vulnerable population in our community – teens. Rescue funds can create an incredible teen center where teens will want to be and support the initial staff that will mentor, inspire, and love our young people. The Salvation Army Boys & Girls Club is developing today's teens into tomorrow's leaders, innovators, and problem solvers, ready to not only meet challenges but also exceed all expectations. We ask the City of Winston-Salem to join us in this important work.

Teen Curriculum and Programming (Ages 13 – 18)

This is a list of programs available to our current teens that will benefit a larger teen population.

WORKFORCE READINESS (Development)

1. KEYSTONE CLUBS

Keystone is the Boys & Girls Club Movement's ultimate teen program for youth. This unique program provides leadership development opportunities for youth to participate in activities, both in and out of the Club, in three focus areas: academic success, career preparation and community service. With the guidance of an adult advisor, Keystone Clubs aim to influence teens, their Club, and local communities in a positive manner.

2. DIPLOMAS2DEGREES

Diplomas2Degrees (D2D), a college readiness program, provides a range of services to guide Club members as they work toward high school graduation and prepare for post-secondary education and career success.

3. COMPUTER SCIENCE PATHWAY

The Computer Science Pathway, a key component of Boys & Girls Clubs' Education & STEM programming, invites youth and teens on a journey from their first encounter with code to creative computing.

4. DIGITAL LITERACY ESSENTIALS

Digital Literacy Essentials are activities to help teens build digital skills. Club members of all ability levels learn to explore digital safety, digital privacy, digital presence, online communication, and retro gaming.

5. YOUTH OF THE YEAR

Youth of the Year is the Boys & Girls Clubs of America's premier recognition program. It is our goal to foster a new generation of leaders, fully prepared to live and lead in a diverse global and integrated world economy.

6. VOLUNTEERING

Studies show that young people who engage in service do better in school, maintain positive relationships with adults, and avoid risky behaviors. Our volunteer engagement program aims to engage our Boys & Girls Club youth in service

projects each year, with each donating at least one hour of service.

FINANCIAL MANAGEMENT

7. MONEY MATTERS

Money Matters promotes financial responsibility and independence among teen Club members. Participants learn how to manage a checking account, create a budget, save and invest, start small businesses, and pay for college.

HEALTHY LIFESTYLES

8. TRIPLE PLAY - HEALTHY HABITS

Triple Play is a comprehensive health and wellness program. It strives to improve the overall health of Club members by increasing daily physical activity, teaching them about good nutrition, and helping them develop healthy relationships.

9. SMART MOVES

SMART Girls is a health, fitness, prevention/education, and self-esteem enhancement program for girls ages 13 to 18.

10. PASSPORT TO MANHOOD

Passport to Manhood teaches responsibility to boys ages 13 to 18 with sessions that focus on a specific aspect of character and manhood through highly interactive activities.

EQUITABLE EDUCATION

11. POWER HOUR

Power Hour: Making Minutes Count provides Club professionals with the strategies, activities, resources and information to create an engaging homework help and tutoring program that encourages Club members of every age to become self-directed learners. Club professionals work in collaboration with schools, school counselors, and parents to create successful plans to keep students on grade level.

12. SUMMER BRAIN GAIN

Summer Brain Gain is comprised of one-week modules with fun, themed activities for middle school and high school students that are aligned with common core anchor standards (educational standards ensuring that students graduating from high school are prepared to enter credit-bearing courses at two or four-year college programs or to enter the workforce).

ANNUAL WORKFORCE READINESS (DEVELOPMENT)

This 14-week immersion program offered annually, is for all teens 13 – 18 to explore post high school options.

1. ORIENTATION: Overview of Program & Responsibilities w/Students and Parents
2. WHO AM I? Exploration/Completion of a Personal Assessment and Career Exploration Survey
3. DEVELOPING EFFECTIVE COMMUNICATION SKILLS: Overview & Role Playing of Active Listening, Communication Methods, Using Persuasion, Nonverbal Communication, Sharing Feedback, and Confidence.
4. UNDERSTANDING OUR MENTAL HEALTH: Exploring impacts to our emotional, psychological, and social well-being and tools to manage how we feel, think, act, cope with stress, interact with other people, and make decisions. (Part of our partnership with MHA).
5. CREATING A FINANCIAL BUDGET: Hands on Exercise on allocation of your income and expenses and the importance of planning, tracking, and saving.
6. WRITING AN EFFECTIVE RESUME: Creating an engaging portrayal of your strengths and skills highlighting you as the best candidate. Includes the importance of a cover letter and follow-up.
7. ENTREPRENEURSHIP - OWNING YOUR BUSINESS: Finding your passion and pursuing it as a career (starting in your home or renting/purchasing space, potential expenses, requirements, and overcoming fear).
8. APPLICATIONS AND INTERVIEW SKILLS: Plan, Prepare, Execute and Follow-up. How to discuss your application. Practice interviews by a panel of professionals that share feedback at conclusion.
9. DRESS FOR SUCCESS: Gaining Respect through First Impressions, Displaying Confidence and Beating the Competition
10. GET PHYSICAL: Developing physical habits for life that build strong bones, muscles, control your weight, reduce symptoms of anxiety and depression, and reduce the risk of developing health conditions.

11. EXPLORING ALL OPTIONS POST-HIGH SCHOOL: Investigating the options of college, technical school, military service, and direct to work force.
12. LOCAL BUSINESS TOURS: Visits scheduled with corporations, non-profits and other businesses to explore future opportunities.
13. ETIQUETTE SKILLS: Dressing appropriately to attend a business or dinner party. Review and practice good basic table manners, networking skills and professional conversations.
14. GRADUATION CEREMONY: Celebration with family members to receive their certificate and practice public speaking with a short speech on lessons learned.

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

The Teen Center will be a part of the Boys & Girls Club membership program. Parents will be encouraged to enroll their teens to participate in regular programming and physical activities. Membership is affordable to all and no one will be turned away. Teens in our Center of Hope Family Shelter will have free access while living in the shelter. For those joining after-school, they may come directly from their local school. Other members may drive or be dropped off by parents/guardians. The center will have extended evening and weekend hours offering positive alternatives for teens to resist peer pressure.

In addition, we will offer community activities where teens can "drop in" with friends, parents and other family members to visit the program and participate in planned activities. We will engage community resources like schools, recreation centers, churches, and other agencies to share opportunities and encourage teens to participate in scheduled activities. We will collaborate with many of these same friends and partners to offer multi-organization events (i.e. sports tournaments, volunteer projects) to provide opportunities to a significant portion of the low-income teen population. We have been in conversations with local recreation centers and they are excited to collaborate.

The Teen Center will emphasize academics and members will have opportunities to complete homework assignments, have access to tutoring support, workforce readiness (development), and character building curriculums. These benefits will lead to better grades and graduation rates, increased access to the workforce and higher education, and lower the risk of temptations of experimenting with drug use or recruitment by local gangs. As teens begin to feel independent and have a license to drive, they want to stay home or work for income to spend. We believe this program will encourage teens to stay through high school graduation by creating a safe and fun space to be with friends that is much more enticing than staying home alone or with younger siblings. We have had very positive and productive conversations with Forsyth Tech, United Way of Forsyth County, and local businesses (Old Navy, Taco Bell) about offering paid internships and part-time jobs to help provide income and secondary education opportunities. Every individual teen is special to us and we will do everything possible to help them succeed. Our staff has advocated for teens for over 82 years including:

1. Directly with schools and parents when the teen wanted to drop out.
2. With universities when the teen's SAT was not high enough for admission.
3. Reaching out to career professionals to meet with our teens when they wanted to be a chef, author, computer programmer, etc.
4. Providing love and support when their family was in crisis.
5. Offering clothing, food, and more to meet a need.

Our location, ease of access, and cost makes this an affordable and convenient option for parents. The Salvation Army champions teens and has a distinguished history of helping young people navigate adolescence in healthy ways. This teen center is a sound investment in their future and the future of our community.

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

100

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

No

Describe the other areas (counties) that will benefit

The majority of program beneficiaries will be residents of Winston-Salem. The Salvation Army of Greater Winston Salem serves Forsyth, Stokes, Yadkin and Davie Counties and all of our programs are available to residents of those counties.

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

98.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$454,138.00

C.6. Total Capital Funding Request

\$539,896.59

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

18 months

C.8 Operating Spending Timeframe

24 months

D. Project Budget Categories

Case Id: 15060

Name: Stone, Robin - 2022

Address: *No Address Assigned

Completed by kimberly.trent@uss.salvationarmy.org on 4/25/2022
11:45 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
Salaries	\$233,966.00
Employee Benefits	\$41,094.00
Payroll Taxes	\$17,910.00
Workers Compensation	\$4,406.00
Professional Fees	\$19,088.00
Supplies	\$32,962.00
Phones/Internet	\$3,778.00
Occupancy	\$30,278.00
Utilities	\$29,700.00
Furnishing & Equipment	\$28,866.00
Software, Licensing, Intellectual Property	\$2,996.00
Printing	\$84.00
Transportation Related to Client	\$16,034.00
Direct Client Financial Assistance	\$30,000.00
Support Services	\$130,040.00
Organization Dues	\$4,752.00
MHA Partner - Youth Educational Programming	\$7,500.00
MHA Partner - Supplies & Materials	\$3,500.00
MHA Partner - Executive Directors Time	\$7,500.00
MHA Partner - Administrative Costs	\$6,500.00
	\$650,954.00

Capital Costs	Total
Construction for Teen Center Renovation	\$312,000.00
Furnishings and Equipment for Teen Center Renovation	\$227,896.59
	\$539,896.59

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
Contributions/Donations	\$116,816.00
Gifts-In-Kind	\$30,000.00
Government Grant/Funding	\$454,138.00
Membership Dues	\$50,000.00
	\$650,954.00

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
ARPA Grant Funds	\$539,896.59
	\$539,896.59

E. Demographic and Geographic Distribution

Case Id: 15060
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Completed by robin.stone@uss.salvationarmy.org on 4/21/2022
3:22 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)

92.00 %

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 robin.stone@uss.salvationarmy.org on 4/21/2022
3:30 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 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.

The City of Winston-Salem's strategic plan is to trigger a profound, positive change and place equity at the forefront of transforming low-income families. The programming goals of The Salvation Army for decades have been set with a lens on the elimination of established community disparities and providing the critical first step in the journey to thriving households and communities.

Tier 1 priorities to focus on workforce development and funding for pre-K activities fit priorities of The Salvation Army. For over 82 years, The Salvation Army Boys & Girls Club has prioritized the needs of youth from kindergarten through high school. Our Boys & Girls Club has engaged in educating and inspiring youth from low-income families through emphasis on reading at grade level, STEM learning, developing good homework and study habits, character building, and high school graduation. This project will continue that work with teens, adding more space, programs, workforce training and jobs, and mentoring.

For over 33 years, the Boys & Girls Club Teens have participated in a Workforce Readiness (Development) program receiving first hand looks at local businesses, learning resume writing, interviewing skills, budgeting, etiquette, and all the personal and business skills needed for a post high school future. By expanding the Boys & Girls Club to have a dedicated Teen Center, we can prepare more teens than ever to be successful in the workforce. Through internships and interactions with local businesses, we will inspire them to seek secondary education and training to earn a living wage in our community. By emphasizing academics and character development and providing access to resources and opportunities, these teens will be in position to end generational poverty and achieve economic mobility, which promotes economic vitality for everyone in the community.

As the youth in our community and club members become teens, they want the independence to make their own decisions, including after-school and summer care. Many studies indicate that youth from low-income families are more likely to have sex before age 16, become a member of a gang, attack someone or get into a fight, steal, and even run away. We are seeing these poor outcomes in our city because our youth are vulnerable and lack the resources and opportunities that can lead them to better futures. Teens are the most vulnerable demographic we serve and they need increased opportunities to pursue secondary education, participate in paid internships, and volunteer in their community. Teens in our community are our future and they deserve a safe, secure environment that encourages and empowers them to make positive decisions now and into the future.

Tier 3 priorities focus on addressing childcare needs. We believe by creating a place designed for and by teens, we will inspire them to want to be in a teen-centered environment with access to the resources and opportunities they need to create their future instead of home alone or with questionable influences. Our programming goes well beyond just childcare by providing homework assistance, life skills and other educational topics and the components to leading a healthy lifestyle. This affordable option will reassure parents and guardians that their teens are safe and learning. We will continue our partnership with the WS Forsyth County School system and parents in support of equitable education to assure academic success is within reach of every young person. By reviewing grades we can determine if teens would benefit from tutoring and can schedule that for their time at the club. Our outcome will be that all teen club members will be on track to graduate from high school with a plan for their future and living a healthy lifestyle. There are many public/private partnerships that will support the success of the program and they are listed in section G: Collaboration.

The outcomes for teens as a result of this project will directly address priorities of workforce development and childcare needs along with preparing our youth to be future leaders and change-makers.

G. Collaboration

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
11:33 AM

Case Id: 15060

Name: Stone, Robin - 2022

Address: *No Address Assigned

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?

The following list of organizations and individuals are committed to collaborating, funding and supporting The Salvation Army Boys & Girls Club teen center. There will be many more in the future as we will continuously seek those interested in creating great futures for teens.

MENTAL HEALTH ASSOCIATION IN FORSYTY COUNTY: Teens are faced with many challenging mental health topics and we hope to partner with MHA in offering educational programming. See letter of support and budget from Andy Hagler, Executive Director

ALLIANCE ARCHITECTURE OF THE TRIAD, PC: This is our architect that has provided the floor plan of the renovation. This firm was the architect on the original construction of the Ken Carlson Boys & Girls Club. Plans are included in the letter of support upload. Our representative is Andrew Lopina.

I. L. LONG CONSTRUCTION, INC.: This is our construction contractor that has prepared the estimate for renovating existing space at the Boys & Girls Club into a Teen Center. They are working with several sub-contractors for items including construction, plumbing, electrical, etc. Our representative is Rob Welch.

W J OFFICE: This is our furniture partner that has provided an estimate for furnishings in the new teen center. Our representative is Nate Chaney. Please see estimate in letter of support upload.

WINSTON-SALEM STATE UNIVERSITY: Cynthia Williams Brown, PhD at WSSU College of Arts, Sciences, Business & Education shares first-hand knowledge of teen programming at TSA BGC. See letter of support.

FORSYTH TECHNICAL COMMUNITY COLLEGE: Paula Dibley, Vice President, Strategy & Outreach will partner to develop teen internships for club members including pathways to a paid education at FTCC.

WAKE FOREST UNIVERSTY: We have a volunteering partnership with WFU to tutor teens and participate in sports programming.

NEIGHBORS FOR BETTER NEIGHBORHOODS: Advisory Role and Partner to ensure the voices of the residents and communities are being heard, and to support the creation of a teen leadership program with a racial equity lens and results-based strategies. The representative is Latoya Robinson, Executive Director. Please see her letter of support.

WINSTON-SALEM POLICE DEPARTMENT: Dr. Pam Peoples Joyner of the WS Police Department and current member of the Salvation Army Boys & Girls Club Advisory Council, will provide advice and support fundraising and awareness efforts for a teen center.

WS GANG STEERING COMMITTEE: Jayson Sloan, Chairman of the Gang Steering Committee shares his full support of a TSA BGC Teen Center. See his letter of support.

FORSYTH COUNTY SHERIFF'S DEPARTMENT: Sheriff Bobby Kimbrough, Jr. has agreed to serve in an advisory and support capacity and will provide county funding for a teen center. See letter of support.

NC HOUSE OF REPRESENTATIVES: Dr. Amber Baker, PHD, has provided professional advice on developing a teen center for the past 18 months. As the former principal at Kimberley Park Elementary School, she created and executed the realization of a multi-year vision that changed the trajectory of students. Dr. Baker shares first-hand knowledge and experience in bringing a vision for youth to reality. She wholeheartedly agrees to continue in an advisory role for a future Teen Center. Please see her Letter of Support.

THE CHRIS PAUL FOUNDATION: Charles, Robin, and Chris Paul believe in the mission of The Salvation Army Boys & Girls Club and are annual financial supporters. They provide teen curriculum for the club.

LESLIE (BUD) AND SUZANNE (ZANNE) BAKER: Zanne was a long-time advisory board member and continues in her role as a champion of our Boys & Girls Club. Both Bud and Zanne believe in the importance of education and equitable opportunities. They continue to contribute significant finances and offer their full support of a teen center. Please see their letter of support.

TACO BELL FOUNDATION: Taco Bell has been an incredible partner and financial supporter of the Boys & Girls Club. Our relationship includes teen club members securing part-time employment at local restaurants. Please see their letter of support.

OLD NAVY: Old Navy has been an incredible partner and financial supporter of the Boys & Girls Club. Our relationship includes teen club members securing part-time employment at local stores.

BOYS & GIRLS CLUBS OF AMERICA: The BGCA is a vital partner, helping us with fundraising, securing local business partners, and providing wise counsel on programming and teens.

WILLIAM ROSCOE ANDERSON JR. COMMUNITY CENTER: Bryant McCorkle of the recreation center is ready to partner on co-activities for teens, including educational and physical pursuits

SECOND HARVEST FOOD BANK: This non-profit is a regular partner of our workforce readiness program and offers volunteer activities.

SUTTON BROS HVAC: Jack Sutton is a two-time advisory board chair and committed to the mission of The Salvation Army. He is ready to create an internship with his business for teens who want to learn a trade that pays well.

VULCAN MATERIALS COMPANY: Denise Hallet of VMC is a good friend and Vulcan is a regular supporter of our Boys & Girls Club. They offer internships at their local quarry post high school.

H. Administration/Reporting

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
11:25 AM

Case Id: 15060
Name: Stone, Robin - 2022
Address: *No Address Assigned

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	<ol style="list-style-type: none">1. The number of teen participants and their attendance rates2. Tracking grades through report cards and standardized test scores3. Graduation rates4. Monitor participation in workforce readiness programs5. Club staff will attend annual training and educational programming specific to teens6. Offering accredited programming to foster educational equity, character development and healthy lifestyles7. Pre and Post Surveys to evaluate learnings from educational curriculum8. Inclusion in the organization's third-party financial audit9. Providing reporting and updates on performance indicators and measurable outcomes as requested
Effectiveness/Outcome	<ol style="list-style-type: none">1. Teen club membership to be at or near capacity and attending on a regular basis.2. Collaborating with the school system and parents to ensure teens are on grade level and implementing a tutoring plan if not.3. Tracking the number of teen members who graduate.4. Annual program will track number of teens attending and their participation in each session.5. Club staff will be required to attend teen centered training courses, safety, and first aid.6. TSA BGC programs are innovative, quality programs designed to empower teens to excel in school and lead healthy, productive lives. Outcomes will be teens passing grade level and maintaining grades of C+ or greater.7. Pre and post surveys help us evaluate the effectiveness of the program curriculum and the ability of each individual teen to comprehend the information. Data may lead to program revisions or replacements8. The Salvation Army will be able to share our annual third party audit to

	indicate compliance with requirements.
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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

The Boys & Girls Clubs of American has a long-standing reputation for producing and executing accredited programming. The Salvation Army implements that programming at our Ken Carlson Boys & Girls Club. Please see uploads below.

Program Model Evaluation

- Key BGCA Impact Studies 1992-2015.pdf
- Making Every Day Count 2009 Report.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

- ARPA Risk Assessment - The Salvation Army.xlsx

I. Capacity

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
11:34 AM

Case Id: 15060

Name: Stone, Robin - 2022

Address: *No Address Assigned

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.

The Salvation Army's mission statement is "to preach the gospel of Jesus Christ and to meet human needs in His name without discrimination." The statement exemplifies the religious inclination of the organization. However, it also indicates that the Salvation Army's mission is to help people irrespective of who, or where they are, regardless of their beliefs. The statement can be broken down into the following components:

1. Emphasize our integrated services
2. Reach and involve youth and children
3. Stand for and serve the marginalized
4. Encourage innovation in mission
5. Reaffirm our belief in transformation
6. Provide quality-teaching resources

Our vision describes The Salvation Army as a dependable organization determined to create a world where every person feels connected to society and his or her community. Our priority is to give people in need an opportunity to live and thrive just like any others, and the organization does this by directing every resource within its power to provide aid. The Salvation Army core values comprise "respect, integrity, compassion, relevance, co-operation, and celebration," and this base is built on principles of working together, respecting each other, and being compassionate.

The mission statement at our Salvation Army Boys & Girls Club program is "To enable all young people, especially those who need us most, to realize their full potential as productive, responsible, and caring citizens." Our vision at TSA BGC is "We are dedicated to ensuring that our community's kids and youth have greater access to quality programs and services that will enhance their lives and shape their futures." Our mission centers on nurturing the enormous potential inside every young person. Kids and teens deserve access to experiences and opportunities that change their lives for the better – regardless of their socio-economic status, color of their skin, or other factors that contribute to inequity or prejudice in the U.S. today. Our club provides an inclusive environment where youth of all races, abilities, gender expressions, and backgrounds are encouraged to express themselves and deepen their understanding of, and respect for, others. Through community service, leadership programs, and elevating their voices on critical issues such as race equity and social justice, Club kids and teens work together to create positive change and envision a better tomorrow. The youth are our future and we will create a Teen Center that will inspire, encourage, and provide access to all the tools to help them thrive. We believe every young person can change their destiny and break the historical cycle of poverty for themselves and their families. We have been inspiring youth in Winston-Salem for over 82 years and successfully executing a workforce readiness (development) program for 33 years. We want to expand programming for teens and transform the future for them more than ever before.

The City of Winston Salem's mission and The Salvation Army's mission align in their aspirations to provide quality, affordable services that ensure the health, safety, and wellbeing of citizens, while collaborating throughout the community to ensure its economic, social, and environmental vitality. The citizens we serve at the Boys & Girls Club are young people from kindergarten through high school. The Teen Center will serve those from 13 – 18 providing equitable education through continuous learning and improvement. We will teach integrity, teamwork, and respect for all citizens through our character development programming. We will promote health, safety, and wellbeing of teens through our healthy lifestyles programming. Both the City and The Salvation Army align in our desire to provide excellent, accredited, and innovative services that will create great futures for teens, many of whom will be a vital part of our community when they reach adulthood.

The City of Winston-Salem wants economic vitality and diversity for our community so residents will have sufficient wages. The Salvation Army provides access to the necessary resources for young people to pursue careers with sufficient and sustainable wages. Part of that economic vitality is through the City providing capital for community development. The Teen Center can use that capital to create something innovative in our community, a resource that marginalized youth have not had access to in this community and an organization that knows how to collaborate and create successful outcomes. The Salvation Army can double or triple the number of teens who will participate in our workforce readiness (development) programming that will prepare them for life beyond high school. They will have access to educational, trade, and workplace opportunities and acquire the skills to succeed at the direction they choose. We have the tools to develop youth for our community's workforce and prepare them for internships, apprenticeships, job training, and part-time employment while in school. We are experienced in collaborating with the Winston-Salem/Forsyth County School System, Forsyth Tech, Greater Winston-Salem, Inc., United Way of Forsyth County and their partners, churches, recreation centers, and local businesses. We will continue to seek partners that will commit to the success of our community's youth.

The City of Winston-Salem wants to create a safe and secure community. Our Teen Center will provide a safe haven for teens with numerous opportunities for them to make choices that will create sustainable economic vitality for them, their families, and their community. By offering extended hours in the evening and on weekends, teens will have supervised activities in a safe environment where they will learn how to ignore peer pressure from friends or acquaintances who may be encouraging them to try drugs, sex, or crime. The youth at the club often start with us in kindergarten and continue through high school. We know them, their parents/guardians, and their friends. We can recognize changes in mood and behavior and get involved. At a time when teens are pulling away from parents, our staff become trusted mentors and can support the parent in providing responsible choices.

The City of Winston-Salem wants to create Livable Neighborhoods with facilities and activities that foster good physical health. Physical activities and healthy lifestyles programming has always been an important component of the Boys & Girls Programming and is vital for long-term health. We have a gymnasium, outdoor recreation field, garden, walking club, substance abuse and tobacco cessation programming, cooking classes, and much more to encourage healthy choices. We teach our youth to respect their club, the staff, and other club members, and those values translate to home and school.

The Salvation Army Boys & Girls Club and the City of Winston-Salem have an amazing opportunity to collaborate on a Teen Center that will create great futures for teens in our community.

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 Salvation Army Boys & Girls Club youth and families benefit from our holistic impact model and wraparound services, aimed at building the academic aptitude, health awareness, leadership skills, and college and career ambitions of our youth. Using a 360-degree approach, TSA BGC seeks to develop the skills needed for youth to be successful in an increasingly competitive world, with the aim of every youth graduating high school on time, with a plan for their future. Multiple generations within a family are club members. Parents, children and grandchildren are former and current members, which is a testament to the success of the program. We have teens at our current club and believe a

dedicated Teen Center provides a unique opportunity to serve more teens. We have an incredible facility built in 2008 that is recognized and respected throughout our community. Our location is ideal to serve families in underserved neighborhoods.

We have included our proposed teen center floor plan and current floor plan in supplemental documents. You will see that we have taken an innovative approach to transforming existing rooms into an exciting and inspiring space dedicated to teens. By utilizing the existing facility, we not only save costs, we keep teens adjacent to their siblings while providing the independence they seek. A dual-purpose facility can deliver additional benefits. First, club members aged 5 – 12 will be inspired to continue as club members for the opportunity to join the teen center, giving them access to workforce readiness program. Secondly, teens could participate in a potential Jr. Counselor internship or part-time employment program where they help at the club. We are in preliminary discussions with the United Way of Forsyth County about developing a Jr. Counselor program funded by the UWFC Foundation.

The Teen Center will be an important expansion of an existing program with community wide support and part of a respected organization that has served Winston-Salem for over 115 years. Our infrastructure includes a local development team to secure funding, community resources, a network of Salvation Army Boys & Girls Clubs in our North and South Carolina Division, and a national Salvation Army to help with fundraising. The Boys & Girls Club of America will support this program financially and with advice. We have been successfully serving teens for over 82 years. There is no organization in the Winston-Salem community with more experience or a greater record of accomplishment in caring for, educating, and inspiring our youth than The Salvation Army.

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

Our largest barrier is funding. We need the City of WS to commit to investing ARPA funds into our teens to make this vision a reality. We already have an architect, contractor, interior designer, plumber, electrician, and various other subcontractors committed to the project. We have floor plans. Once we secure funding, implementation will depend on their scheduled projects. Many companies are facing employment shortages and that could be a future barrier. Our resources are long-term, successful companies so we feel confident we can overcome that barrier. Upon overcoming funding and employment challenges, we will likely have to address our nation's challenges of rising costs and supply chain issues, which could increase construction costs. We have overcome these challenges with renovations at our homeless shelter for families and will overcome for this project. We will be hiring new staff and currently that can be challenging. Leading a Teen Center is an exciting opportunity for our community and we believe there will be skilled candidates interested. In addition, we have strong relationships with all our local universities and most offer degrees that would be ideal for these positions. We will solicit local universities' support in providing these amazing employment opportunities to their students.

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 Salvation Army is committed to the continuous improvement of all its programming. We seek wise counsel from a variety of sources including experts in our community, our Advisory Board and Boys & Girls Advisory Council, partners and friends, the Boys & Girls Club of America, and other Salvation Army Boys & Girls Clubs. Our teens and parents are important sources of feedback on programming so we have regular meetings and club programs include pre and post surveys that help us evaluate key learnings and encourage suggestions and ideas.

The club uses a database called Comet* to capture daily attendance, report cards, and EOG (end of grade) testing results. In addition, statistics are captured in a Salvation Army statistical database. Measurements include pre and post testing for each specialized program or activity to capture key learnings and behavior changes. The Boys & Girls Club annual report tracks ethnicity, number of days attended, gender, free/reduced lunch, income/poverty level, and the marital status of family. For HHS (Health and Human Services), we capture report cards, a grade level average calculation, and number of participants. All disciplinary incidents are tracked and reviewed to ensure non-positive

behavior does not continue. All programs incorporate goal-setting and accountability standards and track individual progress toward those goals and standards.

*The Comet System supports our organization by providing data management capabilities to improve programs and youth outcomes. We can produce reports to review membership numbers, daily attendance, program participation, average daily attendance, absentees, and many other things. In addition, this data helps us to understand our programs' current progress and any trends.

Our staff meets on a monthly basis to review programming, analytics, school progress, and individual club members to determine if modifications are needed to any aspect of the overall program. Year end and year over year results are reviewed annually in planning for the forthcoming year. The team is committed to continuous learning and growth and is flexible to meet the changing needs of teens and their parents/guardians.

J. Impact/Community Need

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
11:29 AM

Case Id: 15060

Name: Stone, Robin - 2022

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.

A Teen Center will address two important transformative opportunities. The first is workforce development. The Teen Center will provide access to career skills training and exploration, internships, part-time employment, and higher education opportunities for young people living in poverty. The teen-centric programming at our Boys & Girls Club currently supports the elimination of barriers to economic mobility for young people living in poverty. A dedicated teen center will expand the numbers of teens that will benefit from the positive, focused programming.

The other transformative priority a Teen Center addresses is the need for community violence intervention programs. By providing an alternative to choosing violent crime, at-risk youth have positive choices and support. An October 2021 report by Forsyth Futures revealed the results of an assessment to the Forsyth County Juvenile Crime Prevention Council and focused on gangs within the community and within the school district. The assessment discovered that 10 percent of high school students reported gangs being inside of their schools, while 2-3 percent reported it in middle school. The assessment discovered that Hispanic students are three times more likely to be suspended from school than white students, and black students are seven times more likely. Being out of school creates a path forward for gangs to try to recruit them. Two percent of students also reported carrying a weapon; however, the survey did not specify where they carried these weapons. Aside from a survey of students, Forsyth Futures also interviewed 29 county community leaders. The contents outlined by those individuals revealed that, to beat gang violence, there needs to be a clear path forward, more after-school activities, a clear leader of the initiatives and a way to show students that there is a life after school. Another path discussed was extending the hours of operation for recreational centers. "The long-term goal cannot be policing our way out of the gang violence problem...we need to look at putting our money into more activities as opposed to more enforcement," Forsyth County Commissioner Tonya McDaniel said.

For the 2020-21 school year, Winston-Salem Forsyth County Schools had a target graduation rate of 90%. The actual graduation rate was 85.5%(WSFCS 2020-21 Accountability Data Release). The Salvation Army Boys & Girls Club will be a positive portion of the drive to increase those rates.

The Salvation Army Boys & Girls Teen Center will provide that clear path forward by offering after-school and weekend activities focused on equitable education, workforce readiness, healthy lifestyles and character development. This is what we do every day. We just need support to expand the programs for more teens in a space that is attractive to them with extended hours that provides alternatives to crime, drugs or sex.

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

An initial short-term impact is providing a safe, positive and inclusive environment, which is essential for a teen's development. When teens feel safe, they are empowered to learn, connect with their peers, and explore their interests.

At The Salvation Army Boys & Girls Clubs, teens can rely on a safe, consistent, and welcoming environment where they can focus on what's most important – being a teen. With the recent increase in gang membership and gang violence in our community, providing this safe space for our youth may be the most important short-term impact of The Salvation Army Boys & Girls Club Teen Center.

Another short-term impact is providing accurate information for teens to make right choices. Our evidence-based programs at the Boys & Girls Clubs focus on specific content areas, such as teen pregnancy prevention, violence prevention, and educational interventions. These short-term impacts are visible with the teens we serve now and will strengthen through increased memberships. Another important short-term impact is access and completion of a workforce readiness (development) program. When young people are introduced to the world of work, they are more likely to dream big and connect what they are learning to future career opportunities. Teens will be empowered to explore their interests and passions, develop their employability skills, and apply their knowledge to real-world work experiences. (See specific curriculum in C.1)

Teens need a safe environment and workforce development programming and parents/guardians need affordable child care which addresses two important priorities for our community.

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

As a remote learning center during the pandemic lockdown, we experienced teen challenges first hand. The loss of socialization, increased isolation, depression, struggles with education online, and dropouts. Our experience with these challenges revealed that our regular interactions, programming and support for teens will result in increased graduation rates for members with increased access to higher education and/or workforce opportunities (Note: For the 2020-21 school year, Winston-Salem Forsyth County Schools had a target graduation rate of 90%. The actual graduation rate was 85.5% - from the WSFCS 2020-21 Accountability Data Release). The more our teenage youth remain in school, graduate, and move on to higher education or the workforce, the less likely they are to fall prey to gang recruitment and violence. This will lead to a safer community, with greater economic vitality and opportunity for all. These long-term impacts align perfectly with the community need for more children graduating from high school and going on to higher education and the workforce and lower youth participation in gang activity.

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

The Salvation Army is committed to changing lives. By measuring how much our Club teens are achieving, we can determine how effectively the Club experience is helping them build great futures. We are dedicated to continuous improvement of all of our programming. We understand that teen's interests and priorities will change and we need to be flexible and nimble.

FEEDBACK: Our teens and parents are our most vital sources of feedback on programming. We have regular meetings individually and collectively that include interactive discussion and pre/post surveys that help us evaluate program effectiveness and solicit suggestions and ideas.

We always look to our community for wise counsel. We interact with a variety of resources on a regular basis including experts in our community, our Advisory Board and Boys & Girls Club Advisory Council, partners and friends, the Boys & Girls Club of America and other Salvation Army Boys & Girls Clubs. Section G lists several specific resources. We are fortunate to have so many friends and partners that provide evidence-based programming for teens and we can share philosophies and lessons learned.

DATABASE ANALYTICS: The club uses a database called Comet to capture daily attendance, report cards, and EOG (end of grade) testing. Additional statistics are captured in a Salvation Army proprietary statistical database. Measurements include pre and post testing for current progress and any trends.

Our Area Commander and TSA BGC staff meet regularly to review analytics, feedback, survey results, and interactions with club members. Our team is flexible and always ready to implement changes or new programs to meet the evolving needs of our teen clients. Our collaboration with parents, schools, other agencies, community experts, and the Boys &

Girls Club of America ensure that impacts will be measured and reviewed, and necessary changes implemented. We are committed to continuous learning and improvement.

K. Funding Stability

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
2:18 PM

Case Id: 15060
Name: Stone, Robin - 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?

17.00 %

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

83.00 %

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

The percentage of program's budget, not including construction for renovation, is 69%. The Salvation Army has a robust portfolio of donors that support the entire organization and specifically the Boys & Girls Club program. The Teen Center will be part of our organizational budget and funds raised will be allocated to our Boys & Girls Club Program and Teen Center Program. The Salvation Army uses a combination of direct mail, digital fundraising, annual fundraising event, grants, donor-advised funds and a development department that includes major gifts, marketing, and community engagement to raise program funds. In addition, we have Boys & Girls Club National Partners like Old Navy and Taco Bell that will continue to support us financially and through workforce development. Our good friends, The Chris Paul Foundation, will continue to support the club annually. Leslie and Suzanne Baker have committed to future support and have included a letter stating that commitment. A Teen Center supports our entire community and that is a strong incentive for our community to support this program. Efforts are already underway to raise funding for the Boys & Girls Club Teen Center to replace ARPA funding once it has been exhausted. The Salvation Army has a 115 year track record of raising funds for the multiple life changing programs we offer and the mindful stewardship of those funds. We are confident in our ability to continue that track record.

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



Commitment Letters

FTCC Letter - Salvation Army - Teen Center - 04-22-22.pdf

27 of 32

Support Letters - Gang and WSSU.pdf
WS Salv Itr From Dr. Amber Baker.pdf
Letter of Support from Sheriff Kimbrough.pdf
Letter of Support from Bud & Zanne Baker.pdf
Letter of Support From Orly Shapiro_041822 Taco Bell.pdf
Teen Center Architect Plan - Alliance Architecture of the Triad.pdf
Teen Center Construction Estimate - I L Long, Inc..pdf
Teen Center Furnishings Estimate - W J Office.pdf
KC BGC Current Teen Surveys.pdf
TSA BGC Curriculum, Workforce Readiness and Teen Center Examples.pdf
Letter of Support Transformational Grant MHA and Salvation Army 2022.pdf
ARPA Application Supporting Comments and Questions.pdf

L. Representation

Completed by robin.stone@uss.salvationarmy.org on 4/21/2022
11:46 AM

Case Id: 15060

Name: Stone, Robin - 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
Major Andrew Wiley	Caucasian		Male
Major Hazel Wiley	Caucasian		Female
Major Peter Kim	Asian	Korean	Male
Major Ok Kim	Asian	Korean	Female
Captain David Lorenzo	Latino	Hispanic	Male
Captain Raquel Lorenzo	Latino	Hispanic	Female
Sylvia Adams	African American		Female
Pappi Franklin	African American		Female
Zakiyyah Niang	African American		Female
Dr. Pam Peoples Joyner	African American		Female
Tina Wilkins	African American		Female
Margery Brown	Caucasian		Female
Katina Little	African American		Female
Robyn Earthman	Caucasian		Female
Ron Wilkins	African American		Male
Bebe Krewson	Caucasian		Female
Art Barnes	African American		Male
Ben Sutton	Caucasian		Male
Tasha Hall Powell	African American		Female
Stephane Roseboro	African American		Female

M. Required Documents

Completed by kimberly.trent@uss.salvationarmy.org on 4/25/2022
9:50 AM

Case Id: 15060

Name: Stone, Robin - 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 and Code of Conduct.pdf

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

WinstonSalem_Final_Club_990_2020.pdf

WinstonSalem_Final_Club_990_2019.pdf

Organization By-Laws *Required

BY LAWS.pdf

Articles of Incorporation *Required

Articles of Incorporation and By-Laws.pdf

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

Salvation Army Operational Policies - Confidential.pdf

IRS 501(c)3 Designation Letter *Required

IRS Letter 2020.pdf

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

WinstonSalem_Final_2021_External Audit.pdf

WinstonSalem_Final_2020_External Audit.pdf

WinstonSalem_Final_2019_External_Audit.pdf

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

Salvation Army Filing.pdf

N. Submit

Completed by robin.stone@uss.salvationarmy.org on 4/25/2022
2:54 PM

Case Id: 15060

Name: Stone, Robin - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Robin Stone

Electronically signed by robin.stone@uss.salvationarmy.org on 4/25/2022 2:52 PM

04/25/2022