

Program Overview

Completed by mlefelar@secondharvest.org on 4/24/2022 7:24 PM

Case Id: 15103

Name: Lefelar, Melissa - 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 mlefelar@secondharvest.org on 4/24/2022 7:29 PM

Case Id: 15103

Name: Lefelar, Melissa - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Second Harvest Food Bank of Northwest NC

A.2. Mailing Address

3655 Reed Street Winston-Salem, NC 27107

A.3. Organization Website

<https://www.secondharvestnwc.org/>

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

1,982

A.5. Organization/Agency Fiscal Year

7,012,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

Yes

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Eric

A10. Last Name

Aft

A11. Title

Chief Executive Officer

A12. E-mail

eaft@secondharvest.org

A13. Phone Number

(336) 784-5770

BOARD CHAIR

A14. First Name

Phil

A15. Last Name

McAdams

A16. E-Mail

phil.mcadams@gmail.com

A17. Phone Number

(336) 210-5133

A18. Term Expiration Date

06/30/2022

B. General Project Information

Completed by mlefelar@secondharvest.org on 4/21/2022 6:15 PM

Case Id: 15103

Name: Lefelar, Melissa - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Hunger for Change Capital Campaign

B.2. Project Location/Address

3330 Shorefair Drive Winston-Salem, NC 27105

PROJECT CONTACT/MANAGER

B3. First Name

Eric

B4. Last Name

Aft

B5. Title

Chief Executive Officer

B6. E-Mail

eaft@secondharvest.org

B7. Phone Number

(336) 784-5770

C. General Project Narrative

Completed by mlefelar@secondharvest.org on 4/25/2022 10:29 AM

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C. General Project Narrative

Please provide the following information.

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

Everybody is hungry for something, but too many among us are hungry for food. Serious hunger is a misunderstood and multi-dimensional reality in our local communities. It affects individuals, families, and children in a variety of ways that often go unseen. Sometimes the reason is systemic poverty; sometimes it is a sudden turn of bad luck; sometimes it is a pandemic that no one could have foreseen. Families living paycheck to paycheck can find themselves having to choose between buying groceries or paying for healthcare, rent, or heat. Compromises that no person should ever have to make become inescapable, and a cycle of food insecurity takes hold.

The mission of Second Harvest Food Bank of Northwest NC, with our community and partners, is to increase food security and create pathways that build a stronger region. While addressing the immediate needs for food assistance, we also address the root causes of hunger, like unemployment. Both the immediate and long-term needs have been exacerbated in our community by the COVID-19 pandemic. The replacement of our existing outdated and inefficient facilities, through this project, will accelerate our ability to respond to the challenges created by the pandemic and strengthen our ongoing ability to serve the community. Our new building will enable us to distribute more nutritious foods, strengthen our workforce training opportunities, and spur more community engagement through the attraction of more volunteers and the enhancement of our nutrition education initiatives. Funds awarded will be used to support this project, as it is more critical than ever that we are able to serve individuals challenged by the existing and post-pandemic economy. Along with enhancing our various programs, the funds provided through this request will result in our ability to invest more funds in our critical services as outlined in our proposal.

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

Food assistance-In Forsyth County, we support 138 partner agencies (food pantries, soup kitchens, shelters, programs for seniors, after-school and summer programs for kids, Backpack initiatives for children, clinic and hospital pantries, school and college pantries) to distribute food. These programs are part of our region-wide network, which consists of 515+ partners. The Food Bank also holds bi-weekly direct drive-thru food distributions to the public, where about 2,000 people receive up to 2 weeks of provisions at one time. The beneficial outcome is derived by each person receiving healthy, nutritious food for sustenance.

Workforce development-We expect to serve about 85 people each year through the Providence Culinary Training program, its unique Hospitality Apprenticeship Program (for graduates; paid a living wage while receiving further training for mid-level job placement), and expanded workforce development opportunities. Individuals can self-apply or be referred to the program by Goodwill Industries or Forsyth Technical Community College. Beneficial outcomes are derived by receiving life skills, culinary, or other job training, as well as by being placed in a job following the program.

Because of changes in the hospitality and restaurant industries, most due to the COVID-19 pandemic, we are customizing our culinary training program to meet these new demands. A variety of timelines will be offered with the

goal of increasing enrollment and giving employers job candidates with the skills they most need. This elective approach will include the traditional 13-week program; a 6-week line cook rotation; a 6-week baking rotation; a shorter front-of-house training for servers; and a 2-week barista class.

In addition to culinary training, we will be expanding workforce training opportunities in collaboration with Goodwill and Forsyth Tech in the areas of forklift operations and supply chain management. While still in development, we anticipate serving between 12 to 24 people annually through these new programs within our Whitaker Park facility.

Together, these programs will position individuals with a difficult job history with the skills to succeed in the current and post-pandemic environment.

Nutrition Education-Residents access our Cooking Matters smart shopping/cooking classes, and other nutrition education, through recruitment by our nutrition education team and neighborhood/community outreach. Plans will be developed with community groups for use of our education rooms following the new facility's opening. Beneficial outcomes are derived by participants learning more about healthy eating and how to stretch minimal budgets. Cooking Matters is a research-based curriculum developed by Share Our Strength used nationwide

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

160,000

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

No

Describe the other areas (counties) that will benefit

Rest of Forsyth County, Guilford County, and other Northwest North Carolina counties: Alleghany, Ashe, Alamance, Davie, Iredell, Watauga, Surry, Stokes, Davidson, Rockingham, Caswell, Caldwell, Randolph, Wilkes, Alexander, and Yadkin.

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

20.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$0.00

C.6. Total Capital Funding Request

\$700,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

12

C.8 Operating Spending Timeframe

0

D. Project Budget Categories

Completed by mlefelar@secondharvest.org on 4/21/2022 11:18 AM

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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
	\$0.00
	\$0.00

Capital Costs	Total
Land Acquisition	\$1,352,000.00
Building Construction (all inclusive)	\$17,591,579.00
Developer Fee	\$694,000.00
Financing Expenses/Bridge Loan	\$55,500.00
Legal Costs/Real Estate Closing Costs	\$212,850.00
Capacity Use Fees	\$59,253.00
Capital Campaign Expenses/Moving Expenses	\$587,000.00
Signage and Graphics	\$125,000.00
Composting/Recycling Equipment	\$202,656.00
Kitchen Equipment	\$620,000.00
Warehouse Equipment	\$592,000.00
Office Furnishings/Phones	\$685,783.00
Security Systems/Wiring	\$233,718.00
IT Infrastructure/MDF/IDFs	\$195,766.00
Computer Equipment Replacement	\$156,869.00
Parking Lot Lighting Installation/Wiring	\$24,442.00
Flag Pole (National Guard commemoration of service)	\$12,000.00
Generator	\$600,000.00
AV Equipment and Wiring	\$296,903.00
Fencing	\$100,000.00
	\$24,397,319.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
	\$0.00
	\$0.00

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
Commitments from Individual, Corporate, and Foundation Donors	\$13,830,962.00
Request for American Reinvestment Act Funds from the City of Winston-Salem	\$700,000.00
Forsyth County Government - Local Tax Funds	\$300,000.00
Request for American Reinvestment Act Funds from Forsyth County	\$400,000.00
Sales Tax Rebate from New Headquarters Construction Activities (Projected)	\$403,000.00
Second Harvest Food Bank - Sale of Existing Facility (Net of Lease Back)	\$2,500,000.00
State of North Carolina - ARPA Funds	\$2,015,000.00
Duke Energy - Energy Conservation Rebate	\$41,000.00
Board Commitment from Cash Reserves for New Headquarters Technology	\$250,000.00
Funds to be Borrowed (i.e. building/project loan) - Secured, but not drawn down	\$983,920.00
New Market Tax Credits (secured)	\$2,973,437.00
	\$24,397,319.00

E. Demographic and Geographic Distribution

Case Id: 15103
Name: Lefelar, Melissa - 2022
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Completed by mlefelar@secondharvest.org on 4/25/2022 10:32 AM

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)

90.00 %

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 mlefelar@secondharvest.org on 4/25/2022 10:34 AM

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F. Alignment to Strategic Plan

Please provide the following information.

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

Tier 1:

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

Tier 2:

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

Tier 3:

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

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

Tier 2

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

Tier 1

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

Our primary priority falls under Tier 2, Priority 5: poverty reduction/cessation, with a focus on implementing programs designed to reduce poverty and eliminate barriers to economic mobility.

Food insecurity is one of the many unacceptable symptoms of poverty experienced by one in every six of our neighbors, and one in every five children. This situation has been exacerbated by the health and economic challenges created by the pandemic. During the initial months of the pandemic, we experienced a 52% increase in demand for assistance, with more than 40% of individuals seeking help indicating that they were doing so for the very first time. While the need has fluctuated due to government interventions during the pandemic, between January and February we saw a 28% jump in request for assistance and another 13% rise between February and March.

In the past year, we distributed nearly 50 million pounds—equal to about 40.5 million meals. We distributed 11.3 million of those meals in Forsyth County, helping to stabilize one element in the lives of individuals and families struggling with the challenge of poverty.

Our nationally-recognized Providence Culinary Training Program (formerly Triad Community Kitchen) has trained and graduated nearly 850 people since 2006—giving individuals with challenges like past addiction, incarceration, or spotty work histories a second, even third, chance at gainful employment and a career path in the culinary arena. The program's instructors welcomed them, teaching important life and work skills that benefitted not just those individuals, but the community as a whole.

Our new training programs in forklift operations and supply chain management will seek to provide similar opportunities for even more of our community members – helping them gain new skills and secure jobs that will pay a living wage.

G. Collaboration

Completed by mlefelar@secondharvest.org on 4/25/2022 10:36 AM

Case Id: 15103

Name: Lefelar, Melissa - 2022

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G. Collaboration

Please provide the following information.

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

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

3+

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

Second Harvest Food Bank of Northwest NC collaborates with 138 food assistance programs in Forsyth County. These partners work with us to distribute food to those in need through our pantries, soup kitchens, shelters, Backpack initiatives, after-school and summer programs for kids, meals programs for seniors, and other food distribution models.

We collaborate with Goodwill Industries and Forsyth Community Technical College to recruit culinary training students and to develop curriculum. We are working with Goodwill and Forsyth Tech to further enhance our workforce development offerings as indicated above.

We also have a number of employment partners--dozens of restaurants and other food service organizations who have hired our Providence Culinary Training program graduates over the years. Forsyth County partners with us at Tanglewood Park, as our Providence department now runs the hospitality and food service at the Manor House, Tanglewood Golf Club, and pools.

In addition, we view the City and County as a partner in this work. Specifically, in selecting Whitaker Park for its new headquarters, Second Harvest acknowledged two of the primary goals of the Park – to create jobs and increase the tax base - and we are committed to supporting these efforts. First, while the new facility will likely result in a few new jobs, part of our mission is to prepare individuals with poor work histories and limited employment opportunities for a career path in the culinary arena. This has and will continue to bring more people into the workforce who otherwise would be challenged to do so. Second, Second Harvest has agreed to a twenty-five year commitment of making payments in lieu of taxes (PILOT) in the amount of \$70,000 per year (\$1,750,000 million over that period) to be shared between the City of Winston-Salem and Forsyth County. As a nonprofit, we are not required to pay property tax, but this commitment to pay the PILOT is an investment in our community and a way to demonstrate our commitment to the goals of the Whitaker Park development.

H. Administration/Reporting

Completed by mlefelar@secondharvest.org on 4/25/2022 10:42 AM

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H. Administration/Reporting

Please provide the following information.

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

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

Workload	Number of individuals/families served/number of culinary training graduates/number of other employment (forklift and supply chain) training graduates/number of people reached by nutrition education courses/classes/Number of pounds and meals served.
Effectiveness/Outcome	Ability to serve the community more efficiently; money savings over years; Social Return on Investment from Providence Culinary Training (almost \$40 mil since 2006- source: Catalyst Kitchens).

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

There are hundreds of studies that show how food is critical to the development of children. Our Backpack Program was part of one study, showing the positive impact of food interventions for school-age children, including right here in Forsyth County



Program Model Evaluation

IB-Kurtz-Conway-Mohr-Backpack-Food-Programs-print.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

Copy of Second Harvest Food Bank - Risk Assessment.xlsx

I. Capacity

Completed by mlefelar@secondharvest.org on 4/25/2022 10:46 AM

Case Id: 15103
Name: Lefelar, Melissa - 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.

Second Harvest Vision Statement: Food Secure and Healthy Communities.

This vision will be realized when everyone has equitable access to nutritious food as the foundation for their physical, emotional, and social well-being.

Second Harvest Mission Statement: With our community and partners, we will increase food security and create pathways that build a stronger region.

Our mission is in direct alignment to our request. As an organization on the front lines of providing hunger relief and helping individuals secure living wage jobs, our request supports these two activities. The pandemic imposed even greater hardships on our lower income residents, which required us to rapidly expand our ability to respond to the demand for food. The impact of the pandemic will be long lasting and disproportionately impact families who are resource challenged. As noted above, our last two months of operations saw a jump in demand of 28% between January and February and another 13% from February to March. Through our mission, we are called to respond to these challenges, and these funds will ensure we can expand our efforts to both provide vital food assistance and enhance our job training, which will help reduce the immediate and longer-term impact of food insecurity in the community – both areas that we were made worse by the pandemic.

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.

While plans for Second Harvest's new facility pre-date the pandemic, due to the timing of the design for our project, we were able to incorporate plans that would enable us to respond to the ongoing crisis and prepare for post-pandemic needs.

This request will be integral in assisting us to enhance our infrastructure to deliver the work outlined in this proposal. While our staff structure is in place to deliver these services, we are constrained by space and other tools to most efficiently handle, store, and distribute vital food resources. The change from our existing environment, where we use four facilities, off-site storage, and refrigerated trucks, to our new consolidated environment with expanded cold storage and a more efficient warehouse design, will be seamless. Our plans reflect a full move into the new facility in the late summer/early fall that will be overlapped with operations at our current facility. This plan will ensure that the flow of food to those who need it most is uninterrupted.

Specific to pandemic response and recovery efforts, the facility will incorporate new, enhanced "low-touch" distribution processes, use of technology to target and move food more efficiently and effectively, and expanded job training for low-income residents.

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

Second Harvest Food Bank has been very fortunate to receive tremendous support from the community for our Hunger for Change Capital Campaign. Our fundraising has been very strong across the board--from individuals, corporations, and foundations. Unfortunately, the COVID pandemic and unbridled inflation have caused financial barriers to the project. Costs have skyrocketed during the past 2 1/2 years, and supply chain disruptions have further exacerbated the problem. Still, we are on target to move into our new home in Whitaker Park in late summer/early fall, thanks to prudent management and construction planning.

The funds we are requesting from the City through this request will provide critical funds to enhance our ability to serve the community, especially due to the demands and challenges created by the pandemic, while also reducing our need to borrow funds. Importantly, the less Second Harvest has to borrow for this project will translate directly into more funds available for investment in community services. To visualize this impact, an award from the City will reduce our interest expense by nearly \$207,000 over the life of our anticipated 20-year loan.

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 main evaluation point of the Hunger for Change project will be the opening and use of the new facility to strengthen and expand our ability to get food where it is needed most and get more people into jobs. We will continuously review the systems we put into place and adapt as needed to make sure we are taking advantage of new technologies and equipment. In addition, in the next few years, through this new facility, we expect to:

- Increase the number of individuals trained in culinary arts and place more skilled workers in the food industry. We will implement other job training opportunities that align with our work. Our goal is 85 graduates (from a base of 60) per year through these programs;
- Increase the amount of fresh food being provided to community members by 20%;
- Increase the number of children/students being served by 3,000 annually;
- Increase the number of individuals receiving research-based nutrition education by 25%;
- Increase the number of volunteers, creating greater efficiencies, by 1400 or 20%+.

We track our culinary training and other job training numbers through vigorous record keeping by staff members, including social workers. The number of individuals served with food is tracked by Second Harvest's partner agencies through our Service Insights initiative using Link2Feed software. Our nutrition educators track participation in their research-based programming, conducting pre-and post-testing. Volunteer numbers are tracked at the Food Bank by computer software, as well.

J. Impact/Community Need

Completed by mlefelar@secondharvest.org on 4/25/2022 10:50 AM

Case Id: 15103

Name: Lefelar, Melissa - 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.

The persistent challenge of food insecurity in our community created the need for the Hunger for Change Capital Campaign. According to Feeding America, Second Harvest's parent organization, one in six individuals and one in five children in Northwest North Carolina do not know with certainty from where their next meal will come. The COVID-19 pandemic exacerbated the situation for many and brought new challenges to many who had never experienced food hardship. Northwest North Carolina families and individuals continue to struggle. Lost and low wages and a rising cost of living continue to be key factors contributing to economic instability. Food insecurity is the symptom-- and one which threatens the health of individuals and our communities. We see this in the higher rates of diabetes, high blood pressure, and other diet-related illnesses evident in lower income communities: hunger and health are deeply connected.

Changes in the needs of the local workforce has also led us to revamp the job training we will offer at our new facility. While we will continue to offer the nationally-recognized 13-week culinary/life skills course known as Providence Culinary Training, we are also developing specialized instruction that fits with the needs of today's students and employers (shorter courses focused on barista training, baking, sous chef, and other curricula). We are also branching out into supply chain management and forklift operations —with the goal of getting more un- and underemployed neighbors gainfully employed.

Through a study completed by Catalyst Kitchens in 2018, the following was found:

- Graduates of our core culinary training program earn at or above \$37,000/year within five years of graduation.
- Graduates of the residency part of the program (an additional year of paid training) earn above \$37,000/year immediately upon graduation.
- The community benefit of the program equals \$11.76 per dollar invested based on the higher earning potential of graduates, taxes paid, and funds saved on federal/state benefits.

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

By bringing everything under one roof (except our Greensboro Distribution and Nutrition Education Center, which is needed to better serve our eastern counties), several efficiencies and improvements will be realized, including:

- Doubling our cold storage capacity to more than 10,000 square feet, allowing us to accept and distribute more healthy produce, dairy, and lean meats to individuals facing food insecurity;
- Increase our ability to serve more people in our training programs and assisting them to secure positions in the workforce.

We will also realize savings because of our move into the Whitaker Park facility, including investments that benefit the environment and our bottom line:

- Elimination of refrigerated truck and off-site facility rental for food storage, saving an estimated \$200,000 each year;
 - Utility expenses decreasing by a minimum of \$21,000 per year;
 - Estimated operating expense savings of \$30,000/year, primarily due to reduced landfill fees;
 - Save the equivalent of an estimated 11,525 gallons of oil and 67,693 hours of electricity¹
 - Diverting 50% of our landfill total to compost or feed will reduce carbon emissions by an estimated 330 tons annually¹
- ¹Source: Calculator tool from University of Maryland and the Maryland Department of Agriculture.

All of these savings would be reinvested in the community, allowing us to meet the long-term targets identified below.

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

Within three years of transitioning to the new facility, SHFB will:

- Increase the number of individuals trained in culinary arts and place more skilled workers in the food industry. We will also explore other job training opportunities that align with our work. Our goal is 85 graduates (from a base of 60) per year through these programs;
- Increase the amount of fresh food being provided to community members by 20%;
- Increase the number of children/students being served by 3,000 annually;
- Increase the number of individuals receiving research-based nutrition education by 25%;
- Increase the number of volunteers, creating greater efficiencies, by 1400 or 20%+.

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

We track our culinary training and other job training numbers through vigorous record keeping by staff members, including social workers. The number of individuals served with food is tracked by Second Harvest's partner agencies through our Service Insights initiative using Link2Feed software. Our nutrition educators track participation in their research-based programming, conducting pre-and post-testing. Volunteer numbers are tracked at the Food Bank by computer software, as well.

K. Funding Stability

Completed by mlefelar@secondharvest.org on 4/25/2022 2:43 PM

Case Id: 15103

Name: Lefelar, Melissa - 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?

3.50 %

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

2.90 %

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

This is a capital campaign, so the majority of the funding for this program has been raised. However, we are requesting critical dollars that will allow us to save more than \$200,000 over the life of our mortgage if awarded--money that will be reinvested into community services. As highlighted in other sections of this narrative, the pandemic has disproportionately affected people in Winston-Salem who were already dealing with food insecurity and the other symptoms of poverty. Every dollar we don't have to use for administrative-type costs goes right back into serving our community.

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



Commitment Letters

SHFB collaborators list-support letters.pdf

L. Representation

Case Id: 15103

Name: Lefelar, Melissa - 2022

Address: *No Address Assigned

Completed by mlefelar@secondharvest.org on 4/24/2022 8:37 PM

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
Jenni Broyles	White		Female
Michelle Butt	White		Female
Michelle M. Cook	Black	African-American	Female
Gregory Cox	White		Male
Susan Cox	White		Female
Joshua Crane	White		Male
Tonya Deem	White		Female
Tim Favinger	White		Male
Robert Garcia	White	Hispanic	Male
Travis Garland	White		Male
Heyward Garner	White		Male
Sammy Gianopoulos	White		Male
Dr. Valerie Giddings	Black	African-American	Female
Chere Gregory	Black	African-American	Female
Andrew Holmes	White		Male
Phil McAdams	White		Male
Debra Miller	White		Female
Dr. Kimberly Montez	White	Hispanic	Female
Tracy Myers	White		Female
Kent Price III	White		Male
Jason Ramsey	White		Male
Ann Garner Riddle	White		Female
Scott Sewell	White		Male
R. Stuart Stogner	White		Male
Matthew Thiel	White		Male
Howard Upchurch	White		Male
Jeff White	White		Male

M. Required Documents

Completed by mlefelar@secondharvest.org on 4/25/2022 10:54 AM

Case Id: 15103

Name: Lefelar, Melissa - 2022

Address: *No Address Assigned

M. Required Documents

Please provide the following information.

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

Documentation



Code of Conduct/Conflict of Interest Policy *Required

Conflict Of Interest Policy.pdf



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

SHFB 2020 Form 990 YE 6.30.2021 Public Disclosure Copy.pdf



Organization By-Laws *Required

SHFB Bylaws - Final Version - Updated Nov 15 2018 - Board Approved.doc



Articles of Incorporation *Required

Articles of Incorporation.pdf



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

SHFB First Part Employee Handbook.pdf

SHFB Second Part Employee Handbook.pdf

EEOC Policy and SHFB Accounting Procedures plus TEFAP.pdf

IRS 501(c)3 Designation Letter *Required

501 (c) 3 Letter.pdf

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

Second Harvest Food Bank 2021 FS-audit.pdf

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

SHFB Issuance of License 2022.pdf

SHFB CSL Certificate 03.09.22.pdf

N. Submit

Completed by mlefelar@secondharvest.org on 4/25/2022 2:44 PM

Case Id: 15103

Name: Lefelar, Melissa - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Melissa Lefelar

Electronically signed by mlefelar@secondharvest.org on 4/25/2022 2:43 PM

04/25/2022