

Program Overview

Completed by davis@wssu.edu on 4/25/2022 4:30 PM

Case Id: 15279

Name: Davis, Carol - 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 rshankle@honorablyouth.org on 5/2/2022 6:59 AM

Case Id: 15279

Name: Davis, Carol - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

S.G. Atkins Community Development Corp.

A.2. Mailing Address

1922 S. MLK Jr. Drive Box A Winston-Salem, NC 27107

A.3. Organization Website

www.sgacdc.org

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

1,998

A.5. Organization/Agency Fiscal Year

70,120,226,012,023

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

Carol

A10. Last Name

Davis

A11. Title

Executive Director

A12. E-mail

davisc@wssu.edu

A13. Phone Number

(336) 734-6915

BOARD CHAIR

A14. First Name

Virginia

A15. Last Name

Hardesty

A16. E-Mail

genahard56@gmail.com

A17. Phone Number

(336) 817-6224

A18. Term Expiration Date

02/01/2023

B. General Project Information

Completed by rshankle@honorablyouth.org on 5/2/2022 10:51 AM

Case Id: 15279

Name: Davis, Carol - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Salem Cohousing Project

B.2. Project Location/Address

1922 S. MLK Jr. Drive Box A Winston-Salem, NC 27107

PROJECT CONTACT/MANAGER

B3. First Name

Rasheeda

B4. Last Name

Shankle

B5. Title

Executive Director

B6. E-Mail

rshankle@honorablyouth.org

B7. Phone Number

(336) 726-4012

C. General Project Narrative

Completed by davisc@wssu.edu on 5/2/2022 10:12 AM

Case Id: 15279

Name: Davis, Carol - 2022

Address: *No Address Assigned

C. General Project Narrative

Please provide the following information.

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

The Salem Cohousing Project is a community development effort by S.G. Atkins CDC and Honorable Youth, Inc., in collaboration with WSSU Center for the Study of Economic Mobility and Stitch Design Shop, to alleviate poverty in Winston-Salem's most distressed census tracts and expand housing options to improve affordability. Salem Cohousing is a communal living pilot concept curated for up to five single mothers and up to ten children at a time who are currently experiencing poverty and seek alternative living arrangements to help their families achieve economic stability and upward mobility. The concept is not only a potential solution for Forsyth County's current affordable housing crisis, but it also provides additional value and support for single mothers and their children who are experiencing poverty. Through a uniquely-crafted and innovative two year program, residents receive support in areas that will have a positive impact on their future success: financial empowerment, workforce development, and psychological support.

Communal Living or co-housing is not novel—it originated many years ago and also took place in Old Salem and the Historic Bethabara Park by Moravian settlers. The concept is not ancient but rather innovative which is why many major cities such as New York and California have adapted communal living as the new way to live. A response to individuals lacking the resources to achieve their full potential, communal living has been adapted to meet the needs of different cultures and contexts. The concept of communal living has not yet been incorporated as a solution for single mothers and their families experiencing poverty, but based on thorough research of the concept and an analysis of the needs of residents whom currently live in the cities most distressed census tracts, communal living will thrive in this context. The infrastructure of Salem Cohousing will provide a living space that will be the epicenter for learning and development of five single mothers and their families. The communal living design for single mothers and their families of Winston-Salem incorporates some facets from existing co-housing designs, but also has uniquely crafted certain aspects to best meet the needs of this population. The preliminary design will involve one building consisting of five individual family dwellings with bedrooms, each with a private bathroom, and a small additional living area. There will also be common areas including a kitchen, dining room, living room, laundry facilities, play area, and a study/computer area to foster a sense of community and support amongst residents.

Although the communal living environment will financially support single mothers, the program will not fully subsidize the cost of all living expenses. In fact, residents will be required to pay for rent and utilities (\$600 a month), and other additional expenses, including food. Having to pay for some of the expenses requires the women to practice learned financial management skills to help ensure their success upon leaving the communal living setting. There are certain factors that will be considered when selecting individuals to reside in these communal living facilities. An application/intake process will ensure that those selected are individuals who will benefit most from the arrangement. Only single mothers of Winston-Salem who are experiencing poverty will be considered. The number of children as well as the age of the children will be another deciding factor. Although the women selected are financially disadvantaged, they must currently hold a part-time or full-time job. In addition to demographic considerations, interest meetings will continue to be conducted and the application will also evaluate the family's needs and their aspirations for residing in a communal household. Interest meetings have been conducted in collaboration with the Two-Generations program (a

program of Honorable Youth, Inc.) and the first year program participants have been confirmed.

The management of the house is democratic in nature and involves resident self-management and non-hierarchical decision-making, similar to other co-housing designs in literature (Tummers, 2015). The organization of the community is the shared responsibility of the residents, replicating the model of the Oxford houses and the co-housing design in the Europe, Netherlands, New York, and California. There is a common set of rules created amongst the residents in cohousing environments that involves cooking, cleaning, childcare, and financial contributions. A schedule is developed at weekly house meetings to manage these shared responsibilities. This defined structure will provide the necessary time and infrastructure for women to participate in activities that support their overall wellbeing, such as maintaining a job, skill development, and obtaining a higher education.

Funds will be utilized to pay for permits, design and construction to build the communal living facility. The lot for the house, located at 2715 North Patterson Avenue, has already been purchased by program founder Rasheeda Shankle, and will be transferred to the Salem Cohousing organization.

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

Participants will access the proposed project through their participation in the Two-Generations Program or if they are currently involved with a partnering organization. A marketing model will be leveraged to develop the content marketing strategy through the four stages including awareness, interest, desire, and action. The awareness efforts are important and will be utilized to reach families that are best suited for the program. Primarily, geo-targeted outreach in the seven distressed census tracts in Winston-Salem. A press release will be published to further attract interest and awareness and compelling videos will be available on the website allowing potential residents to interact with the concept and the brand. The goal is to deliver a message that addresses the families' needs and that guides them to pursue further research of how this concept will work for them, generating a desire to apply. The website will provide this additional information, including a description of the organization's mission and vision, the application process, and the design and operations of the facility. In order to spur action, specific call-to-actions are included on all materials for those families who would like to learn more information.

An application/intake process will ensure that those selected are individuals who will benefit most from the arrangement. Only single mothers of Winston-Salem who are experiencing poverty will be considered. The number of children as well as the age of the children will be another deciding factor. Although the women selected are financially disadvantaged, they must currently hold a part-time or full-time job. In addition to demographic considerations, interest meetings will continue to be conducted and the application will also evaluate the family's needs and their aspirations for residing in a communal household. There is a common set of rules created amongst the residents in cohousing environments that involves cooking, cleaning, childcare, and financial contributions. A schedule is developed at weekly house meetings to manage these shared responsibilities. This defined structure will provide the necessary time and infrastructure for women to participate in activities that support their overall wellbeing, such as maintaining employment, skill development, and obtaining a higher education. Through a uniquely-crafted and innovative two year program, residents receive support in areas that will have a positive impact on their future success: financial empowerment, workforce development, and psychological support.

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

15

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$0.00

C.6. Total Capital Funding Request

\$600,000.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

12 months

C.8 Operating Spending Timeframe

no operating funds requested

D. Project Budget Categories

Completed by davisc@wssu.edu on 5/2/2022 10:17 AM

Case Id: 15279

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Address: *No Address Assigned

D. Project Budget Categories

Please provide the following information.

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

Operating Costs	Total
no operating funds are requested	\$0.00
	\$0.00

Capital Costs	Total
Design,permit,construction(3,000 sq ft x \$200 per ft)	\$600,000.00
	\$600,000.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
5x600=\$3000 monthly or \$36000/year minimum revenue	\$36,000.00
	\$36,000.00

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

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

Capital	Total
Lot at 2715 N Patterson Avenue	\$8,600.00
Grant from WSSU Center for the Study of Economic Mobility	\$15,000.00
	\$23,600.00

E. Demographic and Geographic Distribution

Case Id: 15279
Name: Davis, Carol - 2022
Address: *No Address Assigned

Completed by davisc@wssu.edu on 4/25/2022 3:41 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)

100.00 %

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 rshankle@honorablyouth.org on 5/2/2022 10:22 AM

Case Id: 15279

Name: Davis, Carol - 2022

Address: *No Address Assigned

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 2

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

The workload and operating process is well-defined to ensure beneficial outcomes and a smooth evolution from the initial recruitment efforts to the advocacy stage, supporting program perpetuation and growth. The steps of the operating process include recruitment, onboarding, programming, transition period, and advocacy. The process is cyclical, as it restarts when residents graduate from the 2-year program.

The outcomes from the program directly address affordable housing and poverty reduction. This program will help alleviate poverty, improve the city's affordable housing crisis, and help single mothers develop self-sufficiency, upward mobility, and the skills needed to overcome poverty and transition into homeowners.

The idea for this Salem Cohousing project came from the experience gained from operating the non-profit organization called Honorable Youth. Founder, Rasheeda Shankle, has had over five years experience working with mothers and children in Winston-Salem and concluded through research and interest meetings that a residential model is best for delivering wrap-around services to families. Rasheeda is a 2018 graduate of Winston-Salem State University with a degree in Business Administration and Marketing. She helps them handle the stress of single parenting and issues they face maintaining housing, bills, education, healthcare and mental health. Over the past five years, Honorable Youth has raised \$54,000 to support mothers and their children. She has paid consultants for workshops, a savings match program for financial emergencies, and paid bills during COVID.

www.honorableyouth.org

<https://myfox8.com/community-foundation/honorable-youth-in-winston-salem-teaches-families-money-management/>

<https://myfox8.com/news/wssu-student-starts-nonprofit-to-help-single-mothers/>

<https://news.kochind.com/news/2018/helping-fragile-communities>

<https://www.winstonsalem.com/2017/12/wssu-student-helps-others-overcome-poverty/>

https://journalnow.com/winstonsalemmonthly/local-hero-rasheeda-shankles-honorable-youth-nonprofit-helps-single-moms/article_79152ffc-c70d-11ec-b032-97927eb3aa28.html

https://journalnow.com/opinion/columnists/john-railey-her-field-of-dreams-could-help-many/article_19cae0ba-b4f1-11ec-ae76-f3c147c745fd.html

<https://wschronicle.com/rasheeda-shankle-ending-generational-poverty-one-family-at-a-time/>

G. Collaboration

Completed by davisc@wssu.edu on 5/2/2022 10:33 AM

Case Id: 15279

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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?

S.G. Atkins Community Development Corporation will provide technical assistance for pre-construction and construction phase and manage the funds in this application for the construction of this building.

WSSU Center for the Study of Economic Mobility provided funding for the implementation of the Salem Cohousing business plan and supported program activities in the past. They continue to advise the organization, aid in fund raising efforts, and provide case management services to participants.

Stitch Design Shop architect Julia Hess, will provide architectural plans and designs for the building. Julia Hess has expertise in the concept and has studied communal living by taken classes, studios, and toured several projects in Europe and Zurich (the city leading the world in communal housing design) with architects that designed them. Stitch Design Shop is an award winning architectural and interior design firm rooted from Winston-Salem.

Salem Cohousing grew from Honorable Youth, Inc.'s program Two-Generations (www.honorableyouth.org) that was supported by City Councilwoman Mayor Pro Temp Vivian Burke and the Winston-Salem Foundation. Burke and Winston-Salem Foundation provided funding and made referrals of participants who needed family assistance. Since 2015, participants have received mentoring and support to navigate life's challenges and access resources as they raise their children while enduring hardships and low wage jobs. During a financial literacy workshop with Truist (formally known as BBT at the time), participants discussed the impact of the program and importance of the relationships that were created through the program. Participants expressed interest in living in a affordable community together where they could raise their children together, share resources to cut-back on the cost of living so that they could save money to purchase a home in the future, and have a safe place to participate in such programs on a daily basis to help them stay focused and achieve economic security. Participants conducted research and interest meetings for 2 years before collaborating with WSSU Center for the Study of Economic Mobility to create a strategic business plan for a communal living house. Honorable Youth, Inc. will continue to provide services and programs for families living in the cohousing building, serve as a recruiting agent, manage applicants, and oversee the application process for the project.

H. Administration/Reporting

Completed by rshankle@honorablyyouth.org on 5/2/2022 10:50 AM

Case Id: 15279

Name: Davis, Carol - 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	Architectural Design Phase Construction Phase Recruitment Interest Meetings Information sessions Application/Intake process Onboarding Case Management Training with WSSU CSEM Participants complete family goals plan
Effectiveness/Outcome	The outcomes from the program will address the affordable housing crisis, help reduce poverty, and help single mothers develop self-sufficiency, upward mobility, and transition into first time homeowners. Program Effectiveness Measures include: 80% of participants who obtain homeownership and a better job after program completion. 90% of participants who are able to save money and reduced the cost of living by sharing resources. 100% of participants who experience complete family goals plan. 100% of participants exposed to workforce development, financial literacy, and mental health professionals. 75% of participants who obtain a higher education

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

This budgets request is only for the construction phase of the project and the contractor will provide a complete project plan. The Residential (co-living)program will be apart of phase 2. The below attachment will be utilized in phase two.



Program Model Evaluation

Salem Cohousing_ Program Evaluation Model-2.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

Risk Assessment- Salem Cohousing.pdf

I. Capacity

Completed by rshankle@honorablyyouth.org on 5/1/2022 11:22 PM

Case Id: 15279

Name: Davis, Carol - 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.

S.G. Atkins CDC vision is for a thriving East Winston Salem community. Our mission is to create opportunities for homeownership, business development, job creation and neighborhood leadership.

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.

Atkins CDC has experience with construction projects and has developed 32 new houses, developed a 40,000 square foot commercial building and assisted with development of 42 units of senior housing. We have also administered local, state and federal grant funding to complete construction projects. Winston-Salem State University (WSSU) started the Atkins Community Development Corporation (CDC) in 1998 with a strategic plan to build houses for first-time homebuyers, support business development, job creation and neighborhood leadership. Since then Atkins CDC has built and sold 32 homes and purchased a 40,000 square foot building, The Enterprise Center, that is home to 48 small businesses and few non-profits. This work represents investment valued over \$8 million. Everything Atkins CDC does is in partnership with collaborators. WSSU cash and in-kind support and student interns for experiential learning. Two new partnerships in 2021 were just in time to support Black-owned businesses. The Small Business Administration Women's Business Center grant provides technical assistance to businesses and helps them access capital that helped many businesses survive the COVID recession. Also, a grant from NC IDEA provided a full-time business counselor to support entrepreneurs during a time when 40% of Black-owned businesses closed. A Wake Forest University Law Clinic partnership provides free legal services by students under faculty supervision. To address food security during COVID, our shared kitchen, food entrepreneurs prepared over 50,000 grant-funded meals that were distributed by neighborhood associations - Southeast, Morningside, Easton, Northeast, Happy Hill plus Love Out Loud and Neighborhood Hands. A new partnership with Second Harvest Food Bank provides free produce. Since 2010 Atkins CDC has sustained a community garden and since 2018 a part-time garden manager has grown the garden to over 80 raised beds, and a 12,000 square foot greenhouse that supports a Saturday farmer's market where produce is sold for \$1 per bag. Since 2012, the CDC has sustained the Enterprise Conference and Event Center that provides jobs for five neighborhood residents and supports caterers, decorators, and provides space for fundraising and other events. The CDC has worked with neighborhood stakeholders to create two neighborhood plans - one for the Southeast Ward and the East End Master Plan. Both plans were endorsed by the City of Winston-Salem and recommend building the neighborhood economy by increasing the density of housing and commercial space without displacing current residents. Full implementation of the plan requires public and private collaboration and investment. The CDC successfully advocated for this planning area to be designated an Opportunity Zone which makes it eligible for tax credit investment.

In 2019, the Atkins CDC helped Ujima CDC open their Emmanuel Retirement Village with 42 units of senior housing. Ten more units are planned.

Honorable Youth, Inc. was founded by Executive Director, Rasheeda Shankle and is supported by various community organizations and partners. Since 2015, Honorable Youth, Inc. (HYI) has provided results-oriented programs and services to help at-risk minority youth and their parents overcome poverty and achieve economic stability. Programs and workshops pertaining to financial literacy, workforce development, tutoring support, summer learning loss, entrepreneurship, and mental health awareness have been vital in ensuring the success of participants. HYI has served over 250 children and their families and has received support from the City of Winston-Salem, Walmart, WSSU Center for the Economic Study of Mobility, the Winston-Salem Foundation, and community donors since being founded. Success stories include participants developing health money management habits, acquiring skills to obtain better employment, and a high percentage of program teens that are expected to graduate from high school and are 100% prepared for college. HYI's greatest success story is a participant that worked at Burger King when she first entered the program and now she has graduated nursing school and preparing to purchase her first home for her family. HYI has experience in providing programs and services that help individuals accomplish their goals, reduce poverty, and increase economic mobility.

<https://myfox8.com/community-foundation/honorable-youth-in-winston-salem-teaches-families-money-management/>

<https://myfox8.com/news/wssu-student-starts-nonprofit-to-help-single-mothers/>

<https://news.kochind.com/news/2018/helping-fragile-communities>

<https://www.winstonsalem.com/2017/12/wssu-student-helps-others-overcome-poverty/>

https://journalnow.com/winstonsalemmonthly/local-hero-rasheeda-shankles-honorable-youth-nonprofit-helps-single-moms/article_79152ffc-c70d-11ec-b032-97927eb3aa28.html

https://journalnow.com/opinion/columnists/john-railey-her-field-of-dreams-could-help-many/article_19cae0ba-b4f1-11ec-ae76-f3c147c745fd.html

<https://wschronicle.com/rasheeda-shankle-ending-generational-poverty-one-family-at-a-time/>

www.honorableyouth.org

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

The business plan created in collaboration with WSSU's Center for the Study of Economic Mobility and the expertise/building plans from S.G. Atkins CDC and Stitch Design Shop will be utilized as a guiding tool within this project's implementation plan. An Excel spreadsheet will be utilized to outline a combination of strategies, actions, the process of our project's implementation plan, and include items such as tasks, priorities, the status from implementation until complete, important dates, schedules, materials required, costs, a project budget, all sources of funding, and partner responsibilities.

A conceptual model will be implemented to enable single mothers of Winston-Salem to live in a co-housing arrangement while taking advantage of programming that encourages financial empowerment, workforce development, and psychological support. In

turn, the outcome is an expansion of resources including income and time, as well as an increase in one's wellbeing. The in-house programming will be facilitated by both staff members as well as local professionals. The Financial Empowerment program will involve a financial assessment, a series of seminars on financial literacy, and a personal finance coach. Residents will take part in weekly and annual financial planning to meet their individual goals. Workforce development is important for this population to develop the skills and training necessary to obtain secure, higher-paying employment. The training sessions will focus on GED training, college/vocational school preparation, resume building, and computer skills. The classes will also focus on building socio-emotional skills that allow the residents to better navigate social situations, including workplace etiquette. The Psychological Support program will begin with a psychological evaluation that is completed during the screening process prior to acceptance into the facility. This assessment will help craft an individualized plan for the psychological support that will be received during the time in the communal living environment. Through a licensed therapist, women may participate in therapy aimed to support external issues such as family systems and/or internal issues such as intra-facility conflicts. Psychological therapy will help these women attain the right mindset to make positive changes in their lives.

The sharing of resources within the communal living design will afford women with more opportunities to increase their financial status. Residents will share the costs of all living expenses, including rent and food. Since most meals will be divided amongst the residents, the costs of the food expenses will be reduced. With the distribution of costs, the fear of not having a sufficient food supply will also diminish. The residents will also be responsible for assisting with childcare support, allowing mothers to maintain stable employment. Since household responsibilities will be shared amongst residents, women will also have more time. The vision is that women will use their extra time on productive activities, such as skill building, personal financial management, networking, etc. Finally, with the financial support, psychological support, and social support from fellow residents, women will be able to enhance their mental wellbeing. Instead of encountering life's challenges alone, this type of living environment will likely cultivate a more collective mindset for single mothers of Winston-Salem.

The communal living design for single mothers and their families of Winston-Salem incorporates some facets from existing co-housing designs but also has uniquely crafted certain aspects to best meet the needs of the population. The preliminary design will involve one building comprised of 5 individual family dwellings with bedrooms, a private bathroom, and a small additional living area. There will also be common areas in the building including a kitchen, common spaces, dining room, living room, laundry facilities, garden, workout area, and a study/computer area to foster a sense of community and support amongst residents.

The Operating Process is well-defined to ensure a smooth evolution from the initial recruitment efforts to the advocacy stage, supporting program perpetuation and growth. The steps of the operating process include recruitment, onboarding, programming, transition period, and advocacy. The process is cyclical, as it restarts when residents graduate from the 2-year program.

The first thirty days of the Salem Cohousing implementation plan will consist of:

1. Design and Planning with Stitch Design Shop
2. Obtaining required permits

The first sixty days of the Salem Cohousing implementation plan will consist of:

1. Construction Phase
2. Finalizing house rules application/intake process
3. Creating job roles for staff
4. Case management with the Center for the Study of Economic Mobility

The first 90 days of the Salem Cohousing implementation plan will consist of:

1. Recruitment
2. Interest Meetings
3. Information Sessions
4. Marketing
5. Screening and Family Selection
6. Families engage and create family goal plans with case manger

Participants will move in immediately once the project has completed construction.

It is important to plan for any unexpected downturns that may occur during the two-year program. For example, if a mother loses her job, she may not be able to pay the monthly rent until she finds another job. Families may also experience medical issues and owe costly medical expenses. To protect the project from these unanticipated absences of revenue, cash will be reserved. With this, we do not anticipate any barriers to the success of this project. The concept has been strategically planned by multiple organizations and sought out with interest by program participants who have vowed and committed to participate in the project. Partnering organizations will consistently monitor and oversee the project to ensure success throughout the process.

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.

In collaboration with WSSU's Center for the Economic Study of Mobility (CSEM) and the staff of Honorable Youth, Inc., program assessments will be conducted to ensure the success of the program. CSEM will provide case management and a research evaluation plan. Collected data will be utilized as an evaluation tool. Data which includes program surveys (satisfactory of program from residing parents and children), tenant waitlist, graduating residents surveys, and reports from partnering organizations will be used to determine the success of the project. A Program Evaluation Model will also be utilized as an evaluation tool to determine the projects success.

J. Impact/Community Need

Completed by rshankle@honorablyyouth.org on 5/2/2022 1:08 AM

Case Id: 15279

Name: Davis, Carol - 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 poverty rate in W-S of 19.2% is quite higher than that of the overall poverty rate in Forsyth County and the United States at 13.0% and 11.4% respectively. Since the poverty rate of single mothers (female-headed households, no spouse, with related children under 18 years old) from Winston-Salem is considerably higher than the overall poverty rate, this population is one which will benefit from communal living. Winston-Salem ranks 20th in the nation for highest child poverty rates which is higher than places like Chicago, Pittsburgh, and Dallas. While the overall rate of people who are experiencing homelessness in Forsyth County is less than 1%, the eviction rates in Winston-Salem's are also quite high at 7.08%, ranking the 16th highest rate in the country. This rate means that about 8.69 households are evicted each day not taking into account Covid related evictions. The communal living concept will serve those single mothers who reside in Winston-Salem's seven most distressed census tracts: 3.01, 3.02, 5, 7, 8.01, 8.02, and 19.01 (Table 1 provides detailed information about the seven census tracts)

Table 1

Census Tract Population | Black | LatinX | Single | Female | Median. Age | Median Household Income |
Persons Below Poverty Line | High School Grad

8.01 | 3,400 | 74% | 5% | 96.1% | 55.9% | 20 | \$9,488 | 72.8% | 45.1%

8.02 | 2,301 | 53% | 18% | 86% | 57.7% | 20.8 | \$20,647 | 47.9% | 32.1%

19.01 | 1,708 | 37% | 47% | 65.2% | 52.5% | 33.7 | \$26,754 | 42.2% | 45.2%

7 | 1,874 | 84% | 10% | 69.9% | 42.2% | 42 | \$19,926 | 37.7% | 44.4%

3.01 | 1,997 | 80.4% | 13% | 78.4% | 51% | 35.1 | \$16,747 | 45.3% | 26.1%

3.02 | 1,541 | 76% | 16% | 72% | 59% | 46.5 | \$25,368 | 25.7% | 32.6%

5 | 2,248 | 73% | 24% | 83.2% | 49% | 27.5 | \$16,173 | 54.3% | 33.6%

The single mothers in these seven census tracts may experience certain emotional, social, and economic challenges that will be satisfied through the Salem Cohousing project. Primarily, it is apparent from the poverty rate that the single mothers of Winston-Salem experience an economic disadvantage, a statistic that is consistent with other studies of

single mothers (Rousou, Kouta, 2019). According to the Poverty Thought Force, an event created to develop recommendations to reduce poverty in W-S, individuals of W-S are lacking the knowledge and skills necessary to improve their economic well being. Literature has revealed that single women are also more likely to experience poorer mental health, including depression, anxiety, and substance abuse, when compared to similarly aged married mothers (Kramer et al, 2016). Being a single mother in poverty may further increase the risk of certain adversities. In fact, literature confirms that single mothers in poverty often experience mental health issues, poor nutrition, emotional barriers, lack of social support, and a lack of resources (Zilanawala, 2016). Lacking stable housing also has an impact on children and their academic performance. According to Buckner, in relation to low-income housed children, homeless children's performance was inferior on measures of academic achievement and school attendance (Buckner, 2008). The communal living concept aims to satisfy these unmet needs. The design itself allows for the distribution of resources and the development of a supportive environment conducive to a growth in overall wellbeing. The programming will supplement their daily organic growth to provide financial empowerment, workforce development, and psychological support, areas that are extremely beneficial to family mobility and growth.

In the existing communal living contexts, individuals choose to take part in these environments due to their lack of time/income, social isolation, and/or limited development opportunities. The low-income single mothers of Winston-Salem that we serve encounter analogous problems. Many single mothers of W-S experience financial struggles, as the poverty rate of this population (female-headed households, no spouse, with related children under 18 years old) is high. In fact, W-S is ranked in the bottom two out of 2,478 counties in terms of income mobility for the children of working-class parents (Krause & Reeves, 2017). With the sharing of responsibilities and the division of costs, residents residing in communal living designs will be afforded more time/resources necessary to make positive changes in their lives. According to literature, single mothers may experience more social isolation than married mothers, and they tend to receive less emotional support and have fewer stable social networks (Harknett & Hart-nett, 2011). Living with those in similar situations in secure environments may encourage a sense of fellowship and community for the single mothers of Winston-Salem. Access to development opportunities is lacking in W-S. In fact, the city is ranked 5th on the list of counties where the American dream is dead (24/7 Wall Street, 2018). The defined make-up of communal living will provide the necessary infrastructure for residents to take part in valuable development activities. Since communal living is a response to similar struggles experienced in other cultures/contexts, it would be a successful model to support the challenges that single mothers of Winston-Salem face and to help them achieve economic security.

<https://www.newamerica.org/future-land-housing/reports/displaced-america/housing-loss-in-forsyth-county-north-carolina/>

<https://data.census.gov/cedsci/profile?g=1600000US3775000>

<http://www.povertythoughtforce.com/final-report>

<https://spectrumlocalnews.com/nc/triad/news/2019/01/17/winston-salem-has-one-of-the-worst-child-poverty-rates-in-the-country>

<https://censusreporter.org/profiles/14000US37067000302-census-tract-302-forsyth-nc/>

<https://censusreporter.org/profiles/16000US3775000-winston-salem-nc/>

<https://www.cityofws.org/3014/Eviction-Diversion-Network>

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

above.

The sharing of resources within the communal living design will afford women with more opportunities to increase their financial status and achieve economic stability. Residents will share the costs of all living expenses, including rent and food. Since most meals will be divided amongst the residents, the costs of the food expenses will be reduced. With the distribution of costs, the fear of not having a sufficient food supply will also diminish. The residents will also be responsible for assisting with childcare support, allowing mothers to maintain stable employment. Since household responsibilities will be shared amongst residents, women will also have more time. With this, single women will have more resources and the advantage to utilize their extra time on productive activities, such as skill building, personal financial management, networking, obtaining a higher education, and preparing for homeownership. Finally, with the financial support, psychological support, case management services, and social support from fellow residents and professionals, women will be able to enhance their mental wellbeing with other women instead of encountering life's challenges alone. This type of living environment will cultivate a more collective mindset for single mothers of Winston-Salem and prepare them for the future.

The proposed communal living design is intimate. The model is centered on the sharing of resources among residents to decrease the cost of living. The idea is that cooking and cleaning becomes much more manageable when shared with other people; similarly, expenses such as water and internet are lowered when divided amongst four families. This short term impact of the project also provides a social support system amongst the residents, tapping into an unmet need among single mothers living in poverty. With expanded resources through the sharing of responsibilities and costs and the social support system developed through this framework, residents will be able to make important changes in their lives that support their transition out of poverty.

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

This transformative project will provide a long-lasting impact on families and address poverty alleviation and economic mobility. Living in a co-housing arrangement is an opportunity to be a part of a community in which residents learn and grow together. There will be both mandatory and optional activities/events available to residents. These organized events include shared meals, social events, private therapy sessions, and group sessions on financial empowerment, and workforce development. There is an expectation that upon moving out of the communal living facility within the two years, individuals will use their acquired knowledge to help others as an effort to give back to the community. This undertaking will involve leading sessions/efforts within the existing communal living facility or at other public events. Helen Jarvis defines cohousing as a means for "constant circuits of learning, doing, being, and becoming" (Jarvis, 2011). In the context of the single mothers from Winston-Salem, this type of living arrangement will foster this growth as they learn from each other's positive experiences and mistakes.

Upon graduating from the communal living program, the staff will assist women in their pursuit of new housing arrangements. At this point in their journey, women will have a deeper understanding of themselves and improved skill sets. They will feel the confidence to attain independence and success upon moving into a new location. The staff will support the families transition to new housing through partnerships with organizations that specialize in homeownership, by helping with the research of housing options, and reviewing the financial implications of such housing options. Staff members will ensure the housing options meet their basic needs as well as their financial needs. The self-sufficiency and self-reliance that the mothers have developed throughout the program allows for a successful transition into new housing.

Long term impacts:

Improved relationships amongst families

Improved mental health

Financial stability and improved money management skills and habits

Children are prepared for their future

Increased number of single mothers prepared for homeownership

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

WSSU Center for the Study of Economic Mobility and Honorable Youth, Inc. will continue to provide data collection and tracking support.

Program Effectiveness Measures include:

1. % of participants who obtain homeownership and a better job after program completion.
2. % of participants who are able to save money due to the reduced cost of living by sharing resources.
3. % of participants who experience poverty reduction/cessation amongst their families upon program completion.
4. % of participants exposed to workforce development, financial literacy, mental health professionals.
5. Pre and Post Surveys completed by participants.

K. Funding Stability

Completed by rshankle@honorablyouth.org on 5/2/2022 10:14 AM

Case Id: 15279

Name: Davis, Carol - 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?

30.00 %

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

100.00 %

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

This funding request will pay for 100% of the project construction for the Salem Cohousing facility. Rental income will sustain it after completion. The Salem Cohousing implementation plan includes a sustainability plan to ensure the projects success after City ARPA funding has been exhausted. A maintenance reserve will also be established to guarantee future funding for home expenses such as cleaning, home maintenance, repairs after 30 years, and lawn care.

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



Commitment Letters

CSEM Commitment Letter- Salem Cohousing.pdf

L. Representation

Completed by davisc@wssu.edu on 4/25/2022 4:48 PM

Case Id: 15279

Name: Davis, Carol - 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
Virginia Hardesty	Black		Female
Randell Cain	Black		Female
Constance Mallette	Black		Female
Kenya Thornton	Black		Female
Evelyn Acree	Black		Female
Katrina McCoy Scott	Black		Female
Jill Keith	Black		Female
Marian Anderson Booker	Black		Female
Richard Moye	Black		Male
Jason Thiel	White		Male
Tim McMullen	White		Male
Cornelius Graves	Black		Male
Tonya D. McDaniel	Black		Female
Derwin Montgomery	Black		Male

M. Required Documents

Completed by davisc@wssu.edu on 4/25/2022 4:55 PM

Case Id: 15279

Name: Davis, Carol - 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

S.G ATKINS 990 YE 2020.pdf

Organization By-Laws *Required

Bylaws.pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

AccountingPoliciesProceduresDec2021.doc.pdf

Procurement Policy.pdf

Personnel Policy.pdf

IRS 501(c)3 Designation Letter *Required

IRS Exempt Status Letter.pdf

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

SG ATKINS FINAL FINANCIALS 2020.pdf

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

CertofExistence.pdf

N. Submit

Completed by rshankle@honorablyouth.org on 5/2/2022 10:51 AM

Case Id: 15279

Name: Davis, Carol - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Carol Davis

Electronically signed by rshankle@honorablyouth.org on 5/2/2022 10:51 AM

05/02/2022