

Program Overview

Completed by atkinsona@wssu.edu on 4/25/2022 2:40 PM

Case Id: 15265

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 atkinsona@wssu.edu on 4/25/2022 2:41 PM

Case Id: 15265

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 Corporation

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

701,202,206,012,023

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

01/01/2023

B. General Project Information

Completed by atkinsona@wssu.edu on 4/25/2022 2:53 PM

Case Id: 15265

Name: Davis, Carol - 2022

Address: *No Address Assigned

B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

SGA Economic Mobility Consortium

B.2. Project Location/Address

1922 S Martin Luther King Jr. Drive Box A Winston-Salem,
NC 27107

PROJECT CONTACT/MANAGER

B3. First Name

Alvin

B4. Last Name

Atkinson

B5. Title

Associate Director

B6. E-Mail

atkinsona@wssu.edu

B7. Phone Number

(336) 788-7848

C. General Project Narrative

Completed by atkinsona@wssu.edu on 5/1/2022 12:00 PM

Case Id: 15265

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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

This request is to obtain funding to create and support an economic mobility ecosystem to be known as the Simon Green Atkins (SGA) Economic Mobility Consortium (EMC). The EMC will be a real-world, real-time ecosystem in which families living in high poverty neighborhoods or Qualified Census Tracts (QCT) of Winston-Salem will be supported through a "Whole Family Approach" (WFA) in which the EMC partners are working with adults and children, so that the needs of the entire family can be served. A key objective of the WFA is to break down silos in existing social services that are being provided to families beset by poverty. The WFA places equal priority on the needs of adults and children in the family to create seamless collaboration among multiple organizations to support a family's plans for their futures. It is our believe that in order for families to move from poverty, in particular, intergenerational poverty, all family members need to be engaged and supported by each other.

The EMC will be managed by the SGA CDC and administered as other CDC program initiatives such as the Women's Business Center, the Events and Conference Center, the Shared Kitchen, and Community Gardens so that the families participating in the EMC can be served and supported by the full range of the CDC resources. This includes the new CDC homeownership partnership with ESR and Financial Pathways as well as the digital economy initiative being launched to provide technical assistance and technology services for minority businesses.

Funds requested for the EMC will be used to support the overall administrative and management activities to establish the EMC within the organizational structure of the CDC. Consequently, the CDC will add a position that will assist the EMC program director and managers with their respective responsibilities. In addition, the position will maintain financial and administrative reports for submission to the EMC funding agencies. -Coordinate access and use of Enterprise Center for EMC sponsored trainings and programs. -Ensure integration of EMC with other CDC programs and services. Funds will also be used to support work of CSEM Community Engagement Lead as the EMC director and team of CSEM researchers who will lead the EMC research and evaluation plan. he EMC director

Provide leadership and management of EMC Implementation Plan - Lead the completion of program administration and reporting requirements. -Provide data collection benchmarking and analysis, assessments and evaluation reporting - Produce and publish reports and articles to increase awareness and support for EMC.

In addition, funds will be used to operationalize the EMC activities through the contractual engagement of Tate Consulting as project manager and training consultant. The project managers will provide leadership of the EMC partners in fulfilling their responsibilities and commitments to the EMC and the training and and oversight for the Economic Mobility (EM) Coordinators and their work of coaching, supporting, and connecting the EMC families to resources and services identified in the Family Success Plans.

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

A participant will access the project through their participation with one of the EMC community member organizations/agencies from which they are actively involved. The EMC services and support will be delivered through EMC training workshops and services that are identified in their family success plans that will be developed during the first 90 days of project implementation. The benefits to the participants include: No cost training programs, free

transportation to and from their trainings and project completion incentives of up to \$12,000/year. In addition, the EMC community members benefit with empowering one of their staff members to be paid to be trained as EM Coordinators and the EMC community agencies also benefit from obtaining funds to strengthen their administrative responsibilities.

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

400

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

Yes

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$2,000,000.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

0

C.8 Operating Spending Timeframe

2 years

D. Project Budget Categories

Completed by atkinsona@wssu.edu on 5/1/2022 3:09 PM

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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
SGA CDC Personnel	\$80,000.00
Operating	\$30,000.00
Meetings/Workshop Training Facility Cost	\$60,000.00
Workshop Supplies	\$30,000.00
CDC Trainings (Entrepreneurial, Homeowners, Nutrition)	\$150,000.00
Contractual- CSEM/WSSU- Project Director, Lead Research	\$330,000.00
Contractual- Tate Consulting, Project Manager/Training/Coordination	\$400,000.00
Contractual- Financial Literacy	\$175,000.00
Contractual-Transportation (Support Systems of Forsyth)	\$110,000.00
Contractual-EMC Community Partners	\$220,000.00
Contractual-EMC Coordinators	\$220,000.00
Contractual- EMC Family participants	\$190,000.00
	\$1,995,000.00

Capital Costs	Total
none	\$0.00
	\$0.00

PROJECT/PROGRAM REVENUE CATEGORIES

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

Operating	Total
City Transformative Grant Award	\$1,995,000.00
	\$1,995,000.00

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
None	\$0.00
	\$0.00

E. Demographic and Geographic Distribution

Case Id: 15265
Name: Davis, Carol - 2022
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Completed by atkinsona@wssu.edu on 5/1/2022 12:02 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 atkinsona@wssu.edu on 5/1/2022 12:03 PM

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F. Alignment to Strategic Plan

Please provide the following information.

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

Tier 1:

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

Tier 2:

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

Tier 3:

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

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

Tier 2

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

Tier 3

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

selected.

The EMC will utilize the WFA as a poverty reduction/cessation strategy for families beset by poverty. This approach includes focused engagement and support for empowering the family is essential to the wellbeing of children, adults and the community. While families are made up of individuals, their challenges and successes are interdependent. We believe that when the whole family works together to support each other's goals, long-term change and stability become a reality.

In addition, the EMC operates from the knowledge that the WFA is a collaborative approach in which community and social agencies work together towards one family plan, avoiding the competing priorities and disjointed supports that often occur when agencies do not coordinate their efforts for one family. We recognize that each family member's success is linked to the success of the other members of the family. When the whole family succeeds together, lasting change occurs.

Currently, too few social programs recognize that families are units that can and should be seen as a whole. Thus, empowering a family with the tools to reach their goals and stay out of poverty has far better long-term benefits than helping them when in the grips of long-term poverty. Consequently, the completion of family plans is a major workload for which the EMC will be able to measure its impact.

To prepare for the completion of this workload, the EMC organizations and EM Coordinators will participate and complete the Leadership Academy training which is the primary intervention activity for demonstrating improvements in key measures that along with improvement in economic measures, are essential in moving from poverty, especially intergenerational poverty. These measures relate to one's sense of power and autonomy, one's sense of control over the trajectory of their lives—and being valued in community—their sense of belonging. Research has shown that these attributes are key measures for moving and keeping families from poverty.

G. Collaboration

Completed by atkinsona@wssu.edu on 5/1/2022 8:21 PM

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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?

The organizations listed below have agreed to their participation as noted in the Memorandum of Agreement. The signed agreement will be provided when requested by reviewers..

EMC Memorandum of Agreement:

Center for the Study of Economic Mobility at WSSU:

- Serve as Director and Chair of EMC Partners Meetings
- Provide leadership and management of EMC Implementation
- Lead the completion of program administration and reporting requirements.
- Provide data collection benchmarking and analysis, assessments and evaluation reporting
- Produce and publish reports and articles to increase awareness and support for EMC

Tate Consulting:

- Serve as EMC Program Managers
- Provide training and oversight for the Economic Mobility (EM) Coordinators and their work of coaching, supporting, and connecting the EMC families to resources and services identified in the Family Success Plans.
- Plan and lead delivery of the EMC training programs identified by the participating families • Assist EMC Director with communication, engagement, education, and advocacy of EMC with business, governmental and philanthropic communities for supportive programs, services, and resources for EMC families.
- Support the EMC data collection and reporting activities by SGA CDC and CSEM.

Support Systems of Forsyth, Inc:

- Shall work with EMC partners in provision of transportation for EMC families to participate in EMC trainings and workshops:

The organizations below are also EMC collaborators with the following roles:

- Assist in the selection and designation of ten (10) individuals from within their organizations to be trained as EMC Coordinators.
- Assist and support the EMC coordinators with identification, recruitment, and participation of up to 100 families (EMC families) to receive the EMC prescriptive case management services.

1. GIDE, Inc.

2. The Twenty:

3. WSFC Gang Steering Committee:

4. Island CultureZ

5. Project Moore:
6. Royal Curtain Drama Guild
7. Silver Lining Youth Services:
8. Sports and STEM
9. Total Concepts
10. The Do School
11. Salem Co-Housing

H. Administration/Reporting

Completed by atkinsona@wssu.edu on 5/1/2022 12:37 PM

Case Id: 15265

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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	Launch EMC with Core Members, 10 community organizations, 3 social service designees Engage 3 Leadership Academy Trainers Ten individuals hired as EM Coordinators EMC organizations and EM Coordinators complete Leadership Academy Workshop EM Coordinators Trained for WFA case management Compete Research/Evaluation Plan Complete Sustainability Plan EMC Families Complete WFA family goals plan
Effectiveness/Outcome	Obtain MOA agreements with 10 organizations, service providers assigned to EMC Engage, Recruit and Train 3 EMC Leadership Academy Trainers Identify, Recruit Ten individuals to serve as EM Coordinators 80% of EM Coordinators fulfill job duties EMC members and EM Coordinators complete Leadership Academy Training 90% of EMC organizations complete Leadership training 10 EM coordinators trained CSEM and EMC partners develop the research/evaluation plan in 1st 60 days of project EMC partners develop sustainability plan within 90 days of project to sustain process after ARPA ends Recruit 100 families to participate in EMC 75% of families complete WFA plans

H.2. Does the project/program use evidence-based interventions?

Yes

Please provide a link to (or attach a copy of) the evaluation of the program model



Program Model Evaluation

WFA_DataSnapshot_FINALev3-1.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

EMC Risk Assessment (1).xlsx

I. Capacity

Completed by atkinsona@wssu.edu on 5/1/2022 12:54 PM

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I. Capacity

Please provide the following information.

An organization's capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization's vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

Our vision is for a thriving East Winston-Salem community with an increase in Black homeownership, business ownership, job creation, and educational opportunity. Our mission is to be a catalyst for economic development in East Winston-Salem with a focus on the neighborhoods near Winston-Salem State University.

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.

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.

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

Implementation Plan

The first (30) days of the EMC implementation will be:

- The onboarding of the administrative staff and the selection of the support coordinators and project management
- Creating the job roles for all staff
- Creating the Strategic Implementation Plan
- Facilitation of the case management process map
- The creation of the case management program training team

The first (60) days of the EMC implementation will be:

- Creating the research evaluation plan toward the mobility measures
- Conduct baseline EMC Partners Strategic Plan Implementation Evaluation

The first (90) days of the EMC implementation will be:

- Collaborator Engagement Plan
- Leadership Academy Train-the-Trainer and Rollout

The first (120) days of the EMC implementation will be to

- Engagement Strategies to onboard family teams
- Project Management of the project toward identified goals
- Participant Family Selection

Barriers to implementation include the fluidity among the EMC community members which will necessitate adding other to bring them up to speed. Another barrier is that the learned behavior of operating in silos will be a consistent challenge that will need to consistently be addressed. Still another barrier will be operating to support the process as opposed to the project as the EMC is not being created to continue as another community program to compete for funding. A multi-prong strategy will be followed for addressing barriers:

Barrier Identification

- The EMC team is establishing eligibility thresholds, allowable activities, service timelines, and performance measures to align resources successfully.
- The EMC Team has multiple strategies, or tactics within our implementation strategy. We are creating a process to increase opportunities for learning and success as the program develop and to accelerate impact.

Identifying Barrier Sources for Program Implementation

- The EMC team has taken the steps to create a process to identify all the entities that are involved in the flow of funding to understand which are allowed to set funding requirements and the parameters that may create barriers to strategy implementation.

Barrier Analysis

- The EMC team will review the Barrier Analysis process to connect the staff to the appropriate funding agency/agencies to better understand the source of policy, regulatory, and other restrictions.

Supporting Strategy Implementation

- The EMC team will leverage its successful implementation plan to identify federal and state level sustainability support resources.

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 EMC assessment plan is to engage and train staff from the EMC community agencies to support families in

completing relevant assessment tools prior to the participation in the EMC trainings and at the completion of the trainings. Some assessments will be for the specific training while others are to assess based upon obtaining baselines. The EMC will benefit from research that in combating poverty we need to rethink how we define mobility from poverty. Although measures of economic success such as income and assets are foundational to upward mobility, they do not fully capture people's experiences. If we focus narrowly on income, for example, helping people move one dollar above the poverty level would appear to be a success. Yet the individuals and families who achieved this milestone would likely continue to struggle. Just as important as material wealth are power and autonomy—people's sense of control over the trajectory of their lives—and being valued in community—their sense of belonging.

Consequently, the EMC research and evaluation plan will include the growth mindset scale, the Revised Life Orientation Test (LOT-R) and the Inclusion of Other in the Self (IOS) scale as pre and post assessments/measures for the Leadership Academy training which is the prescribed EMC intervention for providing the learning tools to help member actors in the family to grow their knowledge as a family and gain insight about the mindset of the family actors and strengthen the belief system. (<https://sparqtools.org/mobility-measure/revised-life-orientation-test-lotr/>)

The Growth Mindset Scale uses three items to assess a person's belief that intelligence can change with effort (e.g., "You can learn new things, but you can't really change your basic intelligence"). Growth mindset can drive motivation, the ability to take on and learn from challenges, and consistently predicts academic persistence and performance. This scale has been used widely among student populations, including first generation college students and low-income high school students. (<http://sparqtools.org/mobility-measure/growth-mindset-scale/>)

The Revised Life Orientation Test (LOT-R) is a 10-item scale that reflects people's beliefs about the future, whether optimistic (e.g., "In uncertain times, I usually expect the best") or pessimistic (e.g., "If something can go wrong for me, it will").

The Inclusion of Other in the Self (IOS) scale is a single item that measures a person's sense of closeness with another person or group. Research has shown that being valued in community is a person's sense that they belong and are included among family, friends, coworkers, neighbors, other communities, and society. (<https://sparqtools.org/mobility-measure/inclusion-of-other-in-the-self-ios-scale/>)

J. Impact/Community Need

Completed by atkinsona@wssu.edu on 5/1/2022 1:17 PM

Case Id: 15265

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J. Impact/Community Need

Please provide the following information.

Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be

J1. Describe the identified community need for this project/program. Cite specific data or studies/reports that have identified this as a community need.

According to 2018 study by Harvard economists Chetty and Hendren (2018), children born to parents in the bottom income quantile in Forsyth County are unlikely to ever reach higher quantiles. In fact, Forsyth County, NC, the county in which Winston-Salem is located, is one of the worst in the United States regarding economic mobility. It is the third worst county in the country, the first two being counties located on Indian reservations. Thus, from one generation to the next in Forsyth County, underprivileged families remain stuck in poverty. This fact has been recognized by local foundations who have launched major efforts to address this condition. According to a 2018 report by The WinstonSalem Foundation's Black Philanthropy Initiative (BPI) in Forsyth County: • A Black student needs a high school diploma and a college degree to attain the same wealth as a white high school dropout. • Black residents are seven times as likely to live in areas of concentrated poverty than white residents. • The median household income for a Black household is \$26,602, compared to \$45,417 in a white household. National data backs this up also on a local level. According to a 2015 report, Forsyth County was second to last in economic mobility among the 2,478 counties in the U.S. Another local foundation (KBR) commented that "Research and community input tell us that Forsyth County, N.C., has been plagued by barriers to living-wage employment, pockets of concentrated poverty, lack of investment in effective public transportation, and poor coordination of community resources. That's why we've decided to focus our Local Impact in Forsyth County efforts on addressing these root-cause, systemic issues. We're partnering with our community to build capacity, so members raise their voices to share challenges and ideas, and play a fundamental role in developing solutions." While more attention and resources are being directed towards poverty, too few social programs recognize that families are units that can and should be seen as a whole. In addition, they often operate in silos that overlook the needs of the whole family unit resulting in gaps in services that contribute to the intergenerational grip of poverty on families seeking to improve their economic conditions.

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

Increased awareness of EMC Partners and the WFA to reduce poverty
Greater collaboration among agencies working to support residents living in poverty
Increased knowledge and skills of EMC community partners to support participating families
Baseline of data captured regarding new measures (power and autonomy and social connectedness)

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

A more focused and collaborative approach by social service providers, philanthropic and governmental and community agencies.

Greater participation by families (adult and youth) in the efforts to achieve family goals

Wider acceptance of the need to address the psychological detriments of families in poverty so that more supportive treatments and interventions can be provided.

Improved outcomes in measures that demonstrate progress of families becoming more capable of moving from poverty

- Child well-being is improving with young people expressing optimism and a sense of agency about their future.
- Relationships between parents and children are improving.
- Adult well-being is improving, particularly mental health.
- Feelings of financial competence are increasing. Parents, especially women, feel more confident in their ability to effectively manage money
- Children are significantly more optimistic about their future:
- Parent-child relationships are improving
- Financial competence and employment rate among parents is significantly increasing:
- Parents' mental health is improving, especially for mothers:

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

The EMC research/evaluation plan will include pre and post assessments/measures for the Leadership Academy training which is the prescribed EMC intervention for providing the learning tools to help member actors in the family to grow their knowledge as a family and gain insight about the mindset of the family actors and strengthen the belief system. A similar pre and post assessment will be collected for the financial literacy training as it is the other mandatory training for EMC families. Additionally, the EMC research team will establish efficiency measures related to project workload outcomes including the sustainability and research evaluation plans. Lastly, the EMC research team will consult with Dr. Amy Castro Baker, University Penn researcher that provided research findings for the WFA as implemented by two collaboratives in NY and NJ and funded by the Pascale Sykes Foundation. From this additional measures for assessing the progress of the EMC families in moving from poverty.

K. Funding Stability

Completed by atkinsona@wssu.edu on 5/1/2022 9:03 PM

Case Id: 15265

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.

The EMC implementation plan includes a sustainability plan to increase the awareness of the approach and intentionally engage key stakeholders so that they can be onboarded with the work prior to the 2nd year of the project and can begin to align their resources to meet the programmatic activities of the WFA. This action relates to the EMC's secondary priority of improving organization efficiency and public-private partnerships. Consequently, the EMC will utilize the Aligning Funding to Action to Accelerate Impact Toolkit to build momentum for sustaining the EMC's WFA for moving from poverty. The EMC team will leverage its successful program in conjunction to create Jobs for The Future Tool Kit. This will enable the EMC to explore options for sustainability blending, braiding, and aligning funding resources for serving EMC families. Thus, the EMC activities will be intentionally pursued to create an environment that will encourage the continued implementation of the WFA strategies across institutional, governmental and community organizations so that they will incorporate it into their service and support models for working with low-income families. Listed below are the key stakeholders and their relevant contributions for continuing the WFA after federal funds are exhausted.

-Institutional:

WSSU- Formalize model in which university departments can provide students to support or perform roles as EM Coordinators with participating EM organizations. WSSU faculty (economic, psychology, sociology, health)- engaged for research and evaluation tasks –

Governmental (Social service providers) Assign/Designate staff to work with relevant EM Community organizations. Incorporate the WFA within their agencies

Philanthropic Community- Designate funding for non-profit organizations that are working in collaboratives that use the

WFA

-Policymakers-Invest in holistic programming that prioritizes the WFA to support families' physical, emotional and economic well-being. Support policies and align systems to improve families' access to education, training, employment and more, so that families can become thriving members of the middle class.

Essentially, the EMC is not being proposed to exist in perpetuity, but as a catalyst and means of motivating our community to align program practices and focus resources on implementing the whole family approach for reducing intergenerational poverty. Admittedly, the EMC represents a different construct for helping families move from poverty and is based upon the empirical and now scientific evidence that in our city/county, if you're born into poverty, you're more than likely will never escape poverty. Therefore, it is incumbent that we utilize this once in a generation ARPA funding to create a new approach, an approach that values the participation of the whole family in changing the trajectory of their futures. Thus, the EMC provides an opportunity for our community to break the cycle of poverty in Forsyth county.

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



Commitment Letters

CEDSCooperationLetter.pdf

EMC MOA May 2022.doc

L. Representation

Completed by atkinsona@wssu.edu on 4/25/2022 3:31 PM

Case Id: 15265

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		Male
Constance Mallette	Black		Female
Kenya Thornton	Black		Female
Evelyn Acree	Black		Female
Jill Keith	Black		Female
Katrina McCoy Scott	Black		Female
Marian AndersonBooker	Black		Female
Jason Thiel	White		Male
Tim McMullen	Black		Male
Richard Moye	Black		Male
Derwin Montgomery	Black		Male
Tonya D. McDaniel	Black		Female
Cornelius Graves	Black		Male

M. Required Documents

Completed by atkinsona@wssu.edu on 4/25/2022 3:31 PM

Case Id: 15265

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 (3).pdf

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

Procurement Policy.pdf

Personnel Policy.pdf

AccountingPoliciesProceduresDec2021.doc.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 (1).pdf

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

Certificate of Existence.pdf

N. Submit

Completed by atkinsona@wssu.edu on 5/1/2022 9:03 PM

Case Id: 15265

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.

Alvin Atkinson

Electronically signed by atkinsona@wssu.edu on 5/1/2022 9:03 PM

05/01/2022