

## Program Overview

Completed by marvinf@smartstart-fc.org on 4/25/2022 2:55 PM

**Case Id:** 15061

**Name:** Fulwood, Marvin - 2022

**Address:** \*No Address Assigned

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### Program Overview

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Please provide the following information.



City of Winston-Salem  
ARPA Transformational  
Non-Profits Application

City of Winston-Salem  
P.O. Box 2511  
Winston-Salem, NC 27102  
336-727-8000  
[ARPA@cityofws.org](mailto:ARPA@cityofws.org)

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

#### Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

#### Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. [Click here](#) to view the scoring matrix. Scored applications will be reviewed by the City's Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.

## Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (<https://www.cityofws.org/2809/Performance-Measures-Video>) for general information on performance measures.

## Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City's YouTube page. The link for that meeting will be posted the morning of the meeting to the website: [www.cityofws.org/clfrf](http://www.cityofws.org/clfrf)

## Contact Information

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

## A.Contact Information

Completed by marvinf@smartstart-fc.org on 4/25/2022 8:45 AM

**Case Id:** 15061

**Name:** Fulwood, Marvin - 2022

**Address:** \*No Address Assigned

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### A.Contact Information

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Please provide the following information.

#### ORGANIZATION/AGENCY INFORMATION

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

Smart Start of Forsyth County

**A.2. Mailing Address**

7820 North Point Blvd. 200 Winston-Salem, NC 27106

**A.3. Organization Website**

smartstart-fc.org

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

1,994

**A.5. Organization/Agency Fiscal Year**

2,022

**A.6. Federal Tax ID Number**

**A.7. Federal DUNS Number**

**A.8. Federal SAM Registered?**

Yes

#### ORGANIZATION/AGENCY CONTACT INFORMATION

**EXECUTIVE DIRECTOR**

**A9. First Name**

Louis

**A10. Last Name**

Finney

**A11. Title**

Chief Executive Officer

**A12. E-mail**

louisf@smartstart-fc.com

**A13. Phone Number**

(336) 813-8251

**BOARD CHAIR**

**A14. First Name**

Reggie

**A15. Last Name**

McCaskill

**A16. E-Mail**

tworams12c@hotmail.com

**A17. Phone Number**

(336) 416-6775

**A18. Term Expiration Date**

06/30/2024

## B. General Project Information

Completed by marvinf@smartstart-fc.org on 4/25/2022 2:56 PM

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## B. General Project Information

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Please provide the following information.

### PROJECT INFORMATION

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

W.S. Childcare COVID-19 Relief Fund

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

7820 North Point Blvd 200 Winston-Salem, NC 27106

### PROJECT CONTACT/MANAGER

#### B3. First Name

Marvin

#### B4. Last Name

Fulwood

#### B5. Title

Director of Advancement and Community Education

#### B6. E-Mail

marvinf@smartstart-fc.org

#### B7. Phone Number

(336) 813-0863

## C. General Project Narrative

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## C. General Project Narrative

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Please provide the following information.

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

#### Project Description

Smart Start of Forsyth County (SSFC) will focus on addressing childcare needs through our project Winston-Salem Childcare COVID-19 Relief Fund. The W.S. Childcare COVID-19 Relief fund will support the need of Childcare in Winston-Salem, through collaboration and funding for Pre-Kindergarten opportunities. SSFC will focus on opening and maintenance of closed, licensed family childcare homes in Winston-Salem, NC. Smart Start of Forsyth County has always played a vital role in supporting childcare programs to provide the highest quality early learning experience for our city's early learners. As childcare programs continue to struggle, with 28% remaining closed and others unable to fully open due to staff shortages, wage inequities, and increased cost, the W.S. Childcare COVID-19 Relief Fund will be a lifeline for child and family childcare programs to get the tools and resources they need during this challenging time. Smart Start of Forsyth County will increase access to childcare programming by enhancing at least 25 classrooms and family childcare homes in Winston-Salem. Through this project SSFC will target communities identified as childcare deserts within the Qualified Census Tract that were directly impacted by COVID-19 pandemic causing closures and loss of revenue.

#### Use of Funds

Through the W.S. Childcare COVID-19 Relief Fund, SSFC will employ (1) Project Director to facilitate the process and ensure participants are receiving high quality and equitable services, (1) Finance Coordinator to manage fiscal operations around operational and capital costs for the implementation of the project regarding funding, and (3) Early Childhood Coaches to provide ongoing support before, during, and after the implementation of the project. The Early Childhood Coaches will work directly with participants including educators, center directors, family childcare homes, parents, families, and current SSFC staff to ensure that the Winston-Salem community has knowledge of addressing childcare needs. SSFC will utilize the Wonderschool online platform to support the enrollment and marketing for child and family childcare facilities. With the addition of the licensed program by Wonderschool, SSFC will offer a 12-week business support program implemented by the SSFC Early Childhood Coaches to provide assistance on licensing support, business training, childcare training, and operations of the Wonderschool platform.

SSFC will use funds 12-months after receipt to provide retention bonuses to teachers up to \$5,000.00 per licensed child and family childcare center to maintain and attract qualified teaching staff. Those centers must be in targeted areas related to the Qualified Census Tract, be a center in the SSFC quality rating system, and meet specific eligibility requirements related to COVID-19 impacts. Another key use of funding for the W.S. Childcare COVID-19 Relief Fund will be to provide playground equipment and educational supplies to dozens of classrooms and playgrounds within the Qualified Census Tract to new and current child and family childcare centers impacted by the COVID-19 Pandemic. With the support of child and family childcare centers, the W.S. Childcare COVID-19 Relief Fund will provide administrative support for rental space, technology needs, and other administrative services for child and family childcare centers.

#### Program Management

The Project Director will ensure that each participant applying follows the guidelines in a step-by-step process with an application. This process will identify if participants qualify for the project. The Project Director will have oversight of the project, supervise the (3) employed Early Childhood Coaches, and focus on the implementation of the project. SSFC will ensure that the Fiscal Coordinator facilitates the management and distribution of funds based upon the need of participants to ensure that the project is effective and successful. SSFC will have (3) Early Childhood Support Coaches, to support the opening and maintenance of the Childcare centers for up to 36-months. The (3) Early Childhood Support Coaches will support all child and family childcare providers in Winston-Salem. As part of the program management piece, SSFC will commit to hosting up to six job fairs for the next 36 months to attract essential positions (e.g., bus drivers, cooks, and teacher aides, teachers, childcare directors, etc.) to contribute to the successful access to early childcare in the Qualified Census Tract.

#### Technology Support for Business Management and Parent Communication

During the March 2020 pandemic, 97% of child and family childcare programs using the Wonderschool platform in the United States remained open from March 2020 through September 2020. While national reports estimated that 60% of childcare programs who did not utilize the Wonderschool Platform had to close. According to the NC Early Childhood Coalition, In Winston-Salem, 50% of the childcare facilities were closed during that same period. Wonderschool supports providers stay fully enrolled and utilizing the web-based platform. 50% of providers on the platform receive an interested family within 20-days following the subscription to the platform. The Wonderschool platform provides assistance on how to acquire a childcare license, builds financial models to support tuition income, designs for an individual's setup to their childcare space, professional website, collects and track finances, and provides technical assistance on how to grow enrollments in childcare. The W.S. Childcare COVID-19 Relief Fund will include the purchase of (25) 12.9-inch iPad Pro and accessories to enable the childcare participants to access the Wonderschool platform. SSFC will purchase a 12-month Wonderschool subscription for each childcare center and family childcare home to adopt the included assets provided by Wonderschool. The W.S. Childcare COVID-19 Relief Fund will improve the business and technology operations of 25 childcare centers and family childcare homes.

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

Participants interested in increasing access to early childcare through the W.S. Childcare COVID-19 Relief Fund will have access to the project by going through the application process accessible in paper form and online on the SSFC website. The paper forms will be located at the Smart Start of Forsyth County Headquarters in Winston Salem, where the Project Director will assist the participants with any needs and questions regarding the proposed project. SSFC's marketing and outreach team will be responsible for promoting the program and ensuring that the Winston-Salem Community has knowledge of this new project to benefit the children in our community. Through these efforts the Project Director and Marketing team will host multiple community education events regarding the W.S. Childcare COVID-19 Relief Fund accessible to the public for viewing online and in-person.

Participants will be able to use the services through attending our community education events, which will provide detailed information on how the program is designed to increase access to equitable childcare in Winston-Salem. The (3) Early Childhood Support Coaches who will be supporting the Project Director will assist participants in the application process, administer the 12-week training course, and host Q&A webinars for community education purposes. The participants will derive a beneficial outcome from use of the services through notification of 25 child and family childcare facilities operating in communities within the QCT impacted by the COVID-19 revenue loss. Ultimately adding new jobs to the early childcare workforce and childcare slots to families. This will provide sustainable childcare for the Winston-Salem Community. With the new openings of childcare businesses, participants will receive professional

development to improve their business practices leading to equitable living wages. The Childcare facility Directors participating in the program will address retention issues, by administering the retention bonus process that will stabilize the centers' ability to retain early childcare educators. Participants who are accepted into the project will receive a 12-week training course by our (3) Early Childhood Support Coaches focusing on licensing support, business training, childcare training, and access to the Wonderschool platform. Introducing job fairs for participants will increase the employment rate of qualified educators and increase opportunities for employment in Winston-Salem.

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

7,200

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

Yes

**TOTAL FUNDING REQUEST**

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

\$1,625,787.10

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

\$300,000.00

**SPENDING TIMEFRAME**

**C.7 Capital Spending Timeframe**

36-months

**C.8 Operating Spending Timeframe**

36-months

## D. Project Budget Categories

Case Id: 15061

Name: Fulwood, Marvin - 2022

Address: \*No Address Assigned

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### D. Project Budget Categories

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Please provide the following information.

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

Operating Costs	Total
Salary and Benefits for Five FTE including: (1) COVID-19 Project Director, (1) Fiscal Coordinator, and (3) Early Childhood Coaches	\$1,073,396.10
Consumable classroom supplies to support up to 1,400 children, 25 classrooms, 50 educators, 25 and childcare directors in Winston-Salem in childcare deserts.	\$298,334.00
Costs will be associated with travel by the Projects Director and the (3) Early Childhood Coaches to assess childcare centers and provide technical assistance to support center operations throughout Winston Salem. There will be up to three trips per week for the duration of the grant; including reimbursement for meals and travel costs which will be in the State of North Carolina Rates.	\$20,350.50
Printing, binding, and copying costs for internal-use items. This will include brochures, pamphlets, flyers, etc., distributed for community needs.	\$12,890.00
Training on Teaching Strategies Gold, creative curriculum to support evidence-based curriculum development, and assessments to determine school readiness in the classroom.	\$12,517.50
Cost of advertising for recruitment of employees and advertising and publicizing direct services to the community. This includes newspaper ads in the Chronicle, Winston-Salem Journal, Winston Business Journal, and Que 'Pasa.	\$6,324.00
The annual cost for 36-months meeting space covers security, rental, maintenance, etc., for job fairs and training to support teachers.	\$23,000.00
Technology Hardware that includes Costs for (25) 12.9-inch iPad Pro and accessories and (25) printers for	\$53,975.00



printing within the childcare sites. iPad Pro hardware devices will be utilized for parent communication, data-sharing to assess the program's progress, complete reports, provide virtual training, and meetings when applicable.	
Services to lead a 12-week business ownership coaching course to support participants in opening a childcare facility.	\$125,000.00
	\$1,625,787.10

Capital Costs	Total
Playground Equipment for child and family childcare centers requiring additional equipment identified by the Project for Health and Safety and to enhance the childcare community for those providers who do not meeting licensing standards or able to open due to lack of funding and identified health and safety issues.	\$300,000.00
	\$300,000.00

**PROJECT/PROGRAM REVENUE CATEGORIES**

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

Operating	Total
Project Operation	\$1,625,787.10
	\$1,625,787.10

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
N/A	\$0.00
	\$0.00

## E. Demographic and Geographic Distribution

Case Id: 15061  
Name: Fulwood, Marvin - 2022  
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### E. Demographic and Geographic Distribution

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Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?

Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? ([Click here](#) to view the QCT mapping tool)

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

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## F. Alignment to Strategic Plan

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Please provide the following information.

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

### Tier 1:

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

### Tier 2:

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

### Tier 3:

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

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

Tier 3

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

Tier 1

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

**selected.**

The workload from this project addresses Tier three, Priority 12 aligned with the City of Winston-Salem's strategic plan, to address childcare needs. To measure the outcomes for this project, SSFC will gather data on where childcare is needed within the QCT and work with center directors to ensure enrollment will increase over the next 36-months. This project will address participants such as child and family childcare centers who are not able to open due to a loss of revenue from the COVID-19 and high staff turnover. The W.S. Childcare COVID-19 Relief Fund will address other issues such as inequitable wages for minority women owned business and Winston-Salem residents to return to work. This ongoing project will break the barriers to accessing equitable childcare by aiding families and childcare facilities who were directly impacted by the COVID-19 pandemic. SSFC will work to re-open 25 classrooms and family childcare homes in Winston-Salem over a 36-month timespan; allowing the childcare industry in Winston- Salem to address closures, add new employment opportunities in Winston-Salem, and improve the quality of early care and education for children.

## G. Collaboration

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**Case Id:** 15061

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### G. Collaboration

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Please provide the following information.

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

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

3+

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

Winston-Salem/Forsyth County School System will provide information on where sites may have open enrollment and openings for new educators. Wonderschool will provide additional training on how to operate the subscription-based platform to boost enrollments in each childcare site. SSFC will work with the Forsyth County Library in order to provide rental space for training, technical assistance, and job fairs for participants pursuing career opportunities in early childcare. With the COVID-19 Rescue Fund in motion, SSFC will work with child and family childcare sites for information on where childcare can receive improvements. Some of the sites will include: A Circle of Life Preschool LLC, Agnew's Learning Center, Angel Babies Child Care, Bailey Preschool, Building Blocks Learning Center, Cherry Tree House, Children Need Attention Learning Center, Children's Creative Minds & Hands Learning Center, Cuddle Bugs Day Care, Cuddling Cuties, Diane's Day Care Home, Doletta Learning Center, Doodlebugs Academy. North Point Academy, A Child's World Learning Center Clemmons, The Sunshine House, Inc., Church Child Care Center, Inc., Centers for Exceptional Children, The Children's Ctr, Children's Academy on Trade, Lollipop Stop Child Development Center, Easton Elementary Pre-K Program, Caesar's Lil Palace, First Step Preschool, Montessori Children's Center, Inc., Triad Baptist Christian Preschool, and Maxx Kinder Kollege.

## H. Administration/Reporting

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### H. Administration/Reporting

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Please provide the following information.

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

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

Workload	The workload from this project addresses Tier three, Priority 12 aligned with the City of Winston-Salem's strategic plan, to address childcare needs. SSFC will address the needs of childcare by working closely with community stakeholders to discuss what is missing in the Winston-Salem Community. The ongoing discussions will include participants from the Winston-Salem/Forsyth County School System, directors from child and family childcare homes, parents, and families in the Qualified Census Tract.
Effectiveness/Outcome	SSFC will impact over 5000 participants by opening classrooms in child and family childcare facilities by assessing the community need of access to quality early care. This will derive of early meetings, discussions, forums, and community education events to see where the lack of childcare is within the Qualified Census Tract. SSFC will utilize data collection for partners to begin the groundwork on developing the project to provide subsequential technical assistance to early childcare workforce educators and directors.

#### 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

<https://teachingstrategies.com/state/north-carolina/>

Program Model Evaluation

\*\*No files uploaded

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](#).

Risk Matrix

Copy of Risk Assessment.xlsx



## I. Capacity

Completed by marvinf@smartstart-fc.org on 4/25/2022 3:52 PM

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**Address:** \*No Address Assigned

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### I. Capacity

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Please provide the following information.

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

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

SSFC's Vision is "An equitable early childhood system that fosters an environment for learning, growing, developing, and succeeding." SSFC's mission is to promote equitable access to quality, comprehensive early childhood development and education in response to the needs of our community. SSFC is the convenor of Early Childhood and Childcare Services for Winston-Salem, responsible for ensuring high-quality childcare services exist to support working families and children's school.

SSFC's vision is directly aligned with the City's Strategic Priority (12) which is to address childcare needs in the Winston-Salem Qualified Census Tract. Through this SSFC will implement directly what is aligned in our vision which is to foster an environment for learning, growing, developing, and succeeding. The W.S. Childcare Relief fund will target the Winston-Salem community within the Qualified Census Tract to address how SSFC can successfully implement the reopening and opening of new child and family childcare centers to improve the development of our early learners and get qualified early childhood educators back in the classrooms, which will decrease the shortage of staff in childcare facilities.

SSFC's Mission (To promote equitable access to quality, comprehensive early childhood development and education in response to the needs of our community) is aligned with Priority (12) on the City's Strategic Plan as well. Through the W.S. Childcare Relief Fund, SSFC will prioritize the equitable access to quality childcare by gathering information on how more childcare centers will assist families in getting back to work and effectively developing our early learners through instruction.

SSFC is responsible for ensuring equitable access to and distribution of early care and education for children. The first five years of a child's life are the most important for healthy development and long-term well-being. The experiences and relationships formed during this period of rapid brain development build a foundation for future learning and success. Yet, this critical development is in jeopardy for many children whose families lack access to quality early education and care, especially those living in communities left under-resourced by decades of historical and institutional racism. The impacts of the "opportunity gap" are measurable as early as 9-months. Quality early learning and care help address the long-standing injustices in our communities and are a proven solution to breaking the cycle of intergenerational poverty.

This is a primary reason why Smart Start of Forsyth County leads the way for Winston-Salem regarding early care and education for children. For over 27 years we have worked to close the opportunity gap by providing and championing early learning experiences for children and families from before birth through the first five years of life.



**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.**

SSFC is the largest funder of early care and education services in Winston-Salem. It is responsible for the assurance that Winton-Salem children and their families have high-quality early care and education services in their childcare centers. SSFC is also the funder for the state's North Carolina Pre-Kindergarten program and childcare subsidies for low-income parents in Winton-Salem. SSFC has experience providing similar services in Winston-Salem, were as, during the 2021–2022-year, SSFC provided childcare and family support to over 13,000 children and their parents in Winston-Salem and has provided support since March 2020 toward the opening of 25% of the current Childcare facilities closed due to COVID-19. SSFC also funds multiple early care and education nonprofits to support family childcare, teacher training, parents, fathers, and funding teacher scholarships. In addition, SSFC currently manages a city-wide Social Justice program responsible for starting new Family Childcare businesses for women in Winston-Salem’s most at risk community.

SSFC’s updated strategic priorities align with the current priorities to deliver program services and through recent growth has added a Chief Strategy Office responsible for grants management, fund-raising, program coordination and the assurance we align ourselves with our Board approved Strategic Priorities. SSFC is managed by a diverse board of parents, elected officials, city, county, and business leaders committed to the Vision and Mission of SSFC.

SSFC’s President/CEO has over 25 years of experience leading early childcare organizations and managing local, state, and federal childcare funds up to \$90 million and 1,500 employees. His most recent experience includes opening over 72 new Head Start Childcare centers in the state of Florida and serving as the Florida Disaster Reopening expert during its most recent Hurricane that closed over 1,000 childcare centers in 2016. He is also the President of the National Association for Family Childcare a national organization representative of over 1, million family childcare providers in the U.S. responsible for accrediting all Family Childcare Providers and advocating on behalf of over 1 million childcare providers.

SSFC’s Chief Program Officer has over 25-years managing multiple childcare centers and leading countywide childcare implementation in Head Start programs. She also has experience opening centers in NC and managing 21 childcare centers and 1,098 children in five N.C. Counties. SSFC’s CFO has 25 years of experience in finance and a Master’s in accounting.. CFO is also responsible for managing up to \$10.8 million in local, state and federal funding that SSFC currently distributes to childcare programs in Winston-Salem to support multiple children and nonprofit corporations in Winston-Salem.

SSFC’s Director of Continuous Quality improvement and partnerships has over 13 years of experience monitoring and has a master’s degree. In her previous years, she was responsible for quality improvement and responsible for assurance of 15 childcare facilities. To provide more technical assistance and provision, SSFC’s Teaching and Learning Team Lead is a Certified CLASS Trainer and Train the Trainer with Over 20 years in Early Childhood Education. SSFC’s Teaching and Learning Team Lead is Tri-lingual, speaking Spanish, English, German. Our Teaching and Learning Team Lead has a master’s in Early Childhood Development and focuses on Creative Curriculum and Teaching Strategies GOLD.

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

The W.S. COVID-19 Childcare Relief fund implementation includes the following phases to ensure it is successful. successful, SSFC will hire (5) FTE including a Project Director, Fiscal Coordinator, and (3) Early Childhood Coaches to facilitate the process of the project. Part of the process for participation will include having an application accessible via an online website and at the main office of Smart Start of Forsyth County. In the process of filling out the application,

the Project Director and (3) Early Childhood Coaches will provide assistance and answer questions from the participants who

may include the following: child and family childcare directors, families, parents, and the general public. SSFC will host Community Education Events led by the Project Director to introduce the project to the Winston-Salem community and review any issues that may be faced. The (3) Early Childhood Coaches will provide support on behalf of the Project Director to make sure the participants are accurately completing their paperwork and following the steps to be approved for the program. The CFO and Fiscal Coordinator will manage the procurement process for all supplies and equipment and integrate the program into SSFC's current financial system within the first 30 days of the receipt of funding.

Through the Community Education Events hosted by SSFC, this will be a time to include other key stakeholders such child and family childcare sites to discuss the accessibility to childcare in Winston-Salem and the types of programs needed to ensure that early care is equitable within the Qualified Census Tract. SSFC's staff will assess key areas identified by community stakeholders within the Qualified Census Tract by having a survey go out to the agreed participants to get more information on what is needed to provide equitable access to childcare. The W.S. COVID Childcare Relief Fund will provide accessibility to the approved participants to receive a 12.9 iPad Pro with accessories. This component will give the participants the leverage to have access to the Wonderschool web-based platform to boost the early childcare sites business.

In a 36-month span SSFC seeks to impact 1,400 children, 25 classrooms, 50 educators, 25 and childcare directors in Winston-Salem in childcare deserts. Some of the barriers may include finding qualified educators within the Qualified Census Tract due to wages and compensation issues. SSFC plans to sit with early care directors to discuss how to retain employees. This will be part of the discussion about providing retention bonuses for those who are participating and continues through the agreed 12-month probationary period. Some the other barriers that may be faced by family childcare centers in particular could be the issues of zoning within City limits, completion of inspections, ensuring that every site is equipped with safety tools, and timely completion of trainings in order to open their individual site. SSFC will have qualified employees to ensure each site is able to complete the following steps and provide assistance along the way.

**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 performance of business operations of the childcare is assessed, and data managed by Wonderschool 1.0 and 2.0. The data and performance metrics include the completion of the 12-week course by multiple childcare providers to qualify them for NC licensure to reopen and add to their childcare business. With the completion of electronic business management participants will be able to manage classroom tours, message families, manage enrollment, have access to automated billing, track expenses, track sustainability grant dollars and other grants. The W.S. Childcare COVID-19 Relief fund will host up to six job fairs within 24-months to provide an opportunity to gain qualified educators to provide the high-quality educational needs of our early learners. With the implementation of the W.S. Childcare COVID-19 relief fund the project will provide evaluation tools used to guide our participants and projects' success.

## J. Impact/Community Need

Completed by marvinf@smartstart-fc.org on 4/25/2022 3:55 PM

Case Id: 15061

Name: Fulwood, Marvin - 2022

Address: \*No Address Assigned

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### J. Impact/Community Need

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Please provide the following information.

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

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

According to the NC Early Childhood Coalition, Families in Winston-Salem rely on our childcare system in order to keep working, and our state's economy does too. COVID-19 has devastated North Carolina's childcare industry. The lack of sufficient public investment has forced childcare programs, educators, and families into a series of impossible choices with heartbreaking consequences. Childcare providers have stepped up to stay open – often at considerable loss – to support essential workers and working families during this hazardous time. Childcare programs operate on razor thin margins the best of times. Now, with lower enrollment rates, less revenue, and necessary increased costs to keep children and staff safe, math simply does not work. North Carolina's response and recovery from COVID-19 is not possible without affordable, reliable childcare in all 100 counties, especially the city of Winston-Salem.

According to a survey from the National Association for the Education of Young Children (NAEYC) it shows that in North Carolina, 51% of programs expect that they will close within 6 months without additional public investment. The majority of childcare programs have reopened but are operating at high vacancy rates. There are currently 135,000 children attending licensed childcare programs, which is just 55% of the number of children attending pre-COVID. Childcare teachers are the workforce behind the workforce. They are risking their own health to care for children, yet they remain woefully underpaid and 1 in 5 childcare teachers does not have health insurance. High-quality childcare was unavailable and unaffordable for far too many families before COVID-19, with tens of thousands of children on the waitlist for childcare assistance and many communities already facing childcare shortages. In the wake of this pandemic, it is critical to support families in finding and paying for childcare so that they can begin to rebuild their own economic security.

Access to affordable, high-quality childcare is critical to a child's healthy development, but it is also the backbone of the American economy. The COVID-19 pandemic laid bare the indispensable role childcare plays in the lives of working families. Too often, childcare has been the determining factor when parents—particularly mothers—have had to drop out of the workforce amid this pandemic. A majority of voters of all income levels say there is a critical lack of early education programs in their area that are high-quality and affordable. This statistic is tragic when one considers that skills developed in the first five years of life influence success later in life. The barriers related to the Childcare center closing also impact the workforce, especially for mothers, who disproportionately take on unpaid caregiving responsibilities when their family cannot find or afford childcare. Too often, mothers must make job decisions based on childcare considerations rather than in the interest of their financial situation or career goals. In a 2018 survey conducted by the Center for American Progress, mothers were 40 percent more likely than fathers to report that they had personally felt the negative impact of childcare issues on their careers.

The Child Care Crisis is keeping women, specifically minority women, out of the workforce in Winston-Salem. According to Ed. Gov, the leading state agency on education, Forsyth County, 53% of its children in the community are living in a Childcare Desert. A childcare desert, as defined by the Center for American Progress, is an area in which at least 30 children under the age of five and either no childcare provider at all or so few that there are more than three times as many children under the age of five as there are childcare spots available. There is a growing awareness of the links among access to childcare, parental employment, and overall economic growth. Businesses in Winston-Salem rely on employees, and employees rely on childcare. When problems with childcare arise, parents must scramble to find alternative options—or miss work to care for their children. For thousands of parents in Winston-Salem, that insecurity can mean working fewer hours, taking a pay cut, or leaving their jobs altogether. Nationally, the cost of lost earnings, productivity, and revenue due to the childcare crisis totals \$57 billion each year. American businesses, meanwhile, lose an estimated \$12.7 billion annually because of their employees' childcare challenges. This report highlights the relationship between childcare and maternal employment and underscores how improving childcare access can boost employment and earnings for working mothers.

The aforementioned reasons assessed in local, state, and national research evidenced the need to prioritize childcare services and COVID-19 Childcare reopening in Winston-Salem for the betterment of the immediate short-term results of school readiness and business opening and the long-term effects of high-quality childcare for our children that is further explained in the application. Winston-Salem's existing and long-term childcare crisis equates to inequitable access for communities of color, poverty-level wages for early educators, and unaffordable care for far too many families. The lack of childcare has been exacerbated by the devastating, inequitable impacts of the coronavirus pandemic, which has pushed the childcare and early learning sector to the brink of collapse resulting in almost 28% of Childcare facilities in Winston-Salem being shut down since 2020.

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

The short-term impact of this project is to provide necessary supplies and equipment to expand childcare services in Winston-Salem recently interrupted due to COVID-19, financial burdens, and staff shortage. discuss and implement how equitable childcare will be accessible to the City of Winston-Salem. This aligns Tier 1 with (Priority 2) Collaborate with education and non-profit partners to provide funding for and implement Pre-K programming. What SSFC is going to do is collaborate identify where the need is and address the childcare deserts by providing assistance to approve participants to determine the needs of closed centers, and opening issues, and partner with vendors to support children's classroom supplies.

SSFC will partner with children supply corporations to fund needed equipment and supplies for centers and family childcare homes to ensure they meet licensing requirements to open and maintain their classrooms. SSFC will use the funds to support and open child and family childcare homes determined by community partners and community within the City of Winston-Salem's Qualified Census Tract.

Recruit new child and family childcare providers in High Need areas of Winston Salem and provide 12-week training via Wonderschool University. The providers will be assigned a project and a Coach to ensure high-level support and technical assistance as part of the program. SSFC will partner with an experienced corporation to provide intensive 12 Week Courses to support childcare openings following N.C.'s required training. In the short term it will provide closed and resourced challenged childcare centers the opportunity to apply for licensing to reopen and expand their current business.

SSFC will provide certifications requirements for CPR/First Aid, Health, Nutrition, Playground Inspection, and sudden infant death syndrome training through its Certified Childcare Health Consultation Program Funded by the State of N.C. Upon completion of the 12-week course. SSFC will host a Graduation & Celebration for childcare and Family Childcare

centers that reopened. Each provider will receive an equipment and supplies package via a local school specialty partner. SSFC will employ three Early Childhood Coaches to support their Centers and Family Childcare Business with appropriate learning centers for the ages they will serve. Childcare providers will be fully trained on the Wonderschool Business Management Platform to ensure best business practices, Teaching Strategies Gold Childcare Assessment, and Creative Curriculum.

#### Alignment with Community Needs

This aligns with the community's need because it will address the equipment and supply shortage in some classrooms and provide supplies to support the reopening of childcare centers impacted by COVID-19, resulting in their closure. The above is aligned with SSFC, NC, and the school district's early childhood platform for school readiness.

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

The long-term impact of opening Childcare centers and classrooms impacted by COVID-19 is that Winston-Salem would no longer be a city where 53% of its citizens live in childcare deserts. As stated previously, childcare deserts mean that Winston-Salem residents do not have access to high-quality early childhood programs that could dramatically improve their opportunities for a better future. According to the researchers: "As policymakers consider increased public investment in universal preschool, the research findings suggest that preschool can lead to long-term educational attainment gains through improvements in behavior. Furthermore, the observed effects across demographic groups suggest that all students are likely to benefit from universal preschool."

This National Institute for Early Education Research (NIEER) policy report examines what the research evidence shows in answer to the following four questions: (1) Does high-quality Pre-K have lasting benefits? (2) What is the evidence for the \$7 to \$1 return on investment for preschool? (3) Do non-disadvantaged children benefit from Pre-K, and is a targeted or a universal approach to preschool more effective? (4) Are large-scale public Pre-K programs, including Head Start, effective? The author finds that when all of the evidence is considered, large-scale public programs have succeeded in producing meaningful long-term gains for children and not just disadvantaged children. The size of those gains depends on the quality of the program.

SSFC's additional support of professional development, retention bonuses and on-going training to support education success toward expanding childcare services in Winston-Salem will re-enforce the research evidence. In addition to improving the childcare services impacted by COVID-19 it will also have a long-term effect on this workforce with is led by 98% minority women in Winston-Salem by adding new jobs to support their business long term.

Childcare services for 3- and 4-year-olds is an essential element in a continuum of high-quality early learning and care opportunities that are proven to help children, particularly those from low-income families, develop the social, emotional, and academic skills necessary for success in school and life.

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

SSFC will ensure that over 5,000 child and family childcare directors, children, parents, and families are impacted by the implementation of this project by doing a data-collection survey quarterly to get a total number impacted individual. This quarterly survey will include the number of enrolled children in childcare who receive support from the W.S. COVID-19 Childcare Relief Fund, number of families participating, number of parents participating, educators, and early care directors. To address the equitable pay, educators will receive a retention bonus if they remained in the early care field at their particular site. This will address compensation and wages for quality educators. Up to 50 educators will receive technical assistance in the professional development training such as Teaching Strategies GOLD, C.L.A.S.S, and It's SIDS (sudden infant death syndrome). This is the section where you will highlight the impacts. With the W.S. Childcare COVID-

19 Relief fund, SSFC will host six job fairs that will directly target and provide support to centers to support their success for expansion of childcare services impacted by COVID-19 will occur within 12-months. Through the retention bonus distribution to multiple childcare teachers managed by the project. SSFC will establish contractual partnership to set up corporate business and training for childcare providers to ensure there will be a continuation of their business up to 36-months.

## K. Funding Stability

Completed by marvinf@smartstart-fc.org on 4/25/2022 3:57 PM

Case Id: 15061

Name: Fulwood, Marvin - 2022

Address: \*No Address Assigned

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### K. Funding Stability

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Please provide the following information.

**Funding stability is an assessment of both the organization's annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).**

**K.1. Have your organization's operating revenues covered operating expenses the last three years?**

Yes

**K.2. Approximately what percentage of your organization's total budget is covered by competitive grants that you must re-apply for?**

5.00 %

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

85.00 %

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

The intent of the W.S. COVID-19 Childcare Relief Fund is to increase access to childcare by opening (25) fully operating early care classrooms within 36 months. SSFC will utilize tier 1 (Priority 2), which collaborates with education and non-profit partners to provide funding for and implement Pre-K programming as a secondary priority in order to ensure we are focusing on primary priority. SSFC will impact up to 5,000 participants including: 1,400 children, 25 classrooms, 50 educators, 25 and childcare directors in Winston-Salem in childcare deserts. The funding from this project within the first 24 months will ultimately provide permanent access to childcare services in Winston-Salem. SSFC will continue the funding of increased salaries through its \$450,000 yearly contribution to childcare providers through its state funded W.A.G.E.\$ program. The W.S. COVID-19 Childcare Relief funding will provide technical assistance through our technical assistance program, provide sites with hardware devices to amplify their business electronically, provide playground equipment to dozens of childcare sites, add job opportunities within the Qualified Census Tract, and increase access to quality childcare in the city of Winston-Salem.

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



**Commitment Letters**

Letter of Support - NPA S Hinton.pdf

Letter of Support from E McMillian.pdf

Letter of Support V Stearns FS.docx





## L. Representation

Case Id: 15061

Name: Fulwood, Marvin - 2022

Completed by marvinf@smartstart-fc.org on 4/25/2022 3:59 PM

Address: \*No Address Assigned

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### L. Representation

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Please provide the following information.

**Representation deals with how diverse an organizations leadership is compared with community demographics, which includes Winston-Salem's race/ethnic backgrounds as well as gender. Local non-profit organizations should reflect the communities they serve. Since organizations are requesting to receive ARPA funding through the City, we must ensure these entities hold themselves accountable to having diverse staff and leadership panels**

**L.1. Provide a list of board members including the race, ethnicity, and gender identification for each member.**

Name	Race	Ethnicity	Gender Identification
Anna Miller Fitzwater	White	White	Female
Bennett Bruff	White	White	Male
Debbie Best	White	White	Female
Denise Hartsfield	Black	African-American	Female
Diana Santos Johnson	Latino	Hispanic	Female
Elizabeth Perkins Lees	White	White	Female
Joan Troost	White	White	Female
Reginald McCaskill	Black	African-American	Male
Sabrina Hinton	Black	African-American	Female
Sheryll Strode	White	White	Female
Tembila Covington	Black	African-American	Female
Theresa Stephens	Black	African-American	Female
Vivien Stearns	Black	African-American	Female
Wilson Weaver	Black	African-American	Female
Linda Jackson Barnes	Black	African-American	Female
Brian Hart	Black	African-American	Male
Dorothy Pearce-Brady	Black	African-American	Female
Tonya McDaniel	Black	African-American	Female
Emily Rector	White	White	Female
Effie McMillian	Black	African-American	Female
Jessica McCrory	White	White	Female
Takeshia Redd	Black	African-American	Female
Louis Finney Jr. (CEO)	Black	African-American	Male

## M. Required Documents

Completed by marvinf@smartstart-fc.org on 4/25/2022 11:38 AM

Case Id: 15061

Name: Fulwood, Marvin - 2022

Address: \*No Address Assigned

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### M. Required Documents

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Please provide the following information.

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

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### Documentation

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

COI\_2022.pdf

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

990\_2019.pdf

**Organization By-Laws \*Required**

ssfcbylaws - signed.pdf

**Articles of Incorporation \*Required**

7845059-LetterOfDetermination.pdf

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

Employee Handbook\_2022.pdf

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

7845059-LetterOfDetermination.pdf

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

AUDIT\_2020.pdf

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

Issuance of License.pdf

Certificate.pdf

## N. Submit

Completed by marvinf@smartstart-fc.org on 4/25/2022 4:36 PM

**Case Id:** 15061

**Name:** Fulwood, Marvin - 2022

**Address:** \*No Address Assigned

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## N. Submit

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Please provide the following information.

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

Marvin J Fulwood III

Electronically signed by marvinf@smartstart-fc.org on 4/25/2022 4:35 PM

04/25/2022