

Program Overview

Completed by valerie@triadrj.org on 4/25/2022 4:33 PM

Case Id: 15084

Name: Kelly, Joanna - 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 valerie@triadrj.org on 4/25/2022 4:34 PM

Case Id: 15084

Name: Kelly, Joanna - 2022

Address: *No Address Assigned

A.Contact Information

Please provide the following information.

ORGANIZATION/AGENCY INFORMATION

A.1. Organization/Agency Name

Triad Restorative Justice

A.2. Mailing Address

550 N. Liberty St. #209 Winston-Salem, NC 27101

A.3. Organization Website

www.triadrj.org

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

2,016

A.5. Organization/Agency Fiscal Year

2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?

No

ORGANIZATION/AGENCY CONTACT INFORMATION

EXECUTIVE DIRECTOR

A9. First Name

Valerie

A10. Last Name

Glass

A11. Title

Executive Director

A12. E-mail

valerie@triadrj.org

A13. Phone Number

(336) 422-6450

BOARD CHAIR

A14. First Name

Robert

A15. Last Name

Leak

A16. E-Mail

robertleakiii@gmail.com

A17. Phone Number

(336) 552-4538

A18. Term Expiration Date

12/31/2022

B. General Project Information

Completed by valerie@triadrj.org on 4/25/2022 4:34 PM

Case Id: 15084

Name: Kelly, Joanna - 2022

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B. General Project Information

Please provide the following information.

PROJECT INFORMATION

B.1. Project/Program Title

Navigator Mentorship Program

B.2. Project Location/Address

1225 E. Fifth St Winston-Salem, NC 27101

PROJECT CONTACT/MANAGER

B3. First Name

Valerie

B4. Last Name

Glass

B5. Title

Executive Director

B6. E-Mail

valerie@triadrj.org

B7. Phone Number

(336) 422-6450

C. General Project Narrative

Completed by mjoannakelly@gmail.com on 4/25/2022 4:49 PM

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C. General Project Narrative

Please provide the following information.

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

The Navigator Mentorship (NM) program is a Youth Navigator program which pairs mentor volunteers with at-risk youth mentees in the community. The idea for this program evolved from Triad Restorative Justice's (TRJ) experience working with at-risk youth who need additional support beyond what we currently offer and what is being provided at home, in school or elsewhere.

Specifically, the two TRJ programs from which mentees will come are our Impact Circles and RESTART programs. Impact Circles is a juvenile justice diversion program in which offenders take responsibility for the harms done (crime) by completing a reparations agreement determined by those impacted in collaboration with other supportive community volunteer circle members (elders). As youth worked towards completing reparation agreements, TRJ staff observed challenges many faced in this process. Agreements can regularly include signing up for job or skills training, applying for a job, or connecting to another program/agency. Youth often do not have the means and/or skills to complete these tasks and need assistance.

RESTART is modeled on the 10-week evidence-based Aggression Replacement Training (ART) program (listed as a best practice for reducing youth gang involvement in the 2021 Forsyth County Comprehensive Gang Assessment). RESTART combines restorative practices before and after the 10-week ART curriculum which addresses social skills, anger management and moral education/reasoning. TRJ Staff has also recognized that many youth in this program need more targeted supports to help reinforce the curricula learned and to assist with other pressing needs occurring outside the classroom.

As TRJ observed this situation, we attempted to obtain mentors from other local agencies. These agencies either have long waiting lists, don't work with older and/or older at-risk youth or just did not call us back. At that point, TRJ decided to establish this much needed program. We know how important it is. Research has proven time and again the immense positive impact a supportive adult relationship can have on the trajectory of a troubled youth's life. We researched and found a promising evidence-based "developmental relationships" mentor model provided by Search Institute. Our mentoring approach is both developmental and instrumental as demonstrated by the title of the program – Navigator Mentorship.

We include both Navigator and Mentorship in the name because both encompass our primary aims. The navigator is the more instrumental or practical aspect of the program, i.e., case management. This aspect more directly addresses "disconnected youth" - those that are not engaged in school, work or training - by assisting with things like helping youth find a job, applying for college, roleplaying interviewing skills, and getting a driver's license. The mentorship aspect centralizes the relationship between mentor and mentee. It is our goal to connect youth to available programs, community resources and individuals while at the same time providing an intentional developmental relationship approach.

This developmental relationship approach is taken from the Search Institute's work around creating relationships proven to help youth thrive. For our purposes, this approach begins with the mentee completing a pre-NM program strengths assessment questionnaire. The results of this questionnaire culminate in a unique report (a Developmental Assets Profile) each youth and mentor will receive. The mentor and mentee use this profile as a tool to focus their attention on specific strengths to prioritize in their interactions.

TRJ trains mentors in this developmental approach (which is easier than it may sound). It is about being intentional in interactions with mentees. The model we use identifies five elements of a developmental relationship. Each element below is followed by an expression of the element from the perspective of a mentee:

- express care (show me that I matter to you)
- challenge growth (push me to keep get better)
- provide support (help me complete tasks and achieve goals)
- share power (treat me with respect and give me a say)
- expand possibilities (connect me with people and places that broaden my world)

TRJ uses Search Institute's materials to provide training which describes in detail each element and provides very specific and simple suggestions to practically apply each element.

TRJ currently has mentees in the Impact Circles and RESTART programs ready to go once mentors are screened and trained. Upon completion of these programs, and after parents have given permission to participate, mentees will be enrolled in the 6-month Navigator Mentorship program. At a minimum, mentors are expected to check-in with mentees weekly and participate in monthly outings.

TRJ requests funding to cover the salary of the Navigator Mentorship Volunteer Coordinator (VC) for 3 years. VC job description includes:

- recruit volunteer mentors (via resource fairs, social media, etc.)
- train mentors
- conduct mentor background checks
- match mentors with mentees
- create/distribute newsletters and other communications for mentors to provide them with helpful ideas and tips and listings of current local activities to do
- coordinate occasional group activities
- provide general all-around mentor resource/support
- manage data/reporting aspect of the program
- manage 6-month post-program follow-up/evaluation

Funding is also requested to cover 5% of the director's salary to provide supervision to the program, oversight of the evaluation component and assistance with the recruitment and screening of volunteers.

Other funding requested applies to the supplies and other expenses needed to support the program. Funding for supplies and activities will help provide resources for mentors and mentees to participate in community activities together (such as museum visits or sporting events), to have activities available at our location for them to do together (game, crafts, etc.), and to provide food for group events and volunteer trainings.

We already have a van to help provide transportation for youth who need the service for intakes, meetings or group outings. The funds for this budget would cover the costs of gas and a percentage of the maintenance and upkeep for the vehicle.

Additional funds are budgeted to cover the costs of criminal background checks for screening the volunteers, and costs to administer the Developmental Assets Profile survey developed by the Search Institute which will be used to guide the direction of the mentor/mentee relationship, and will also be used for evaluation.

Funds for training will be used to make sure our staff and volunteers are fully equipped with the skills and support needed for high quality work.

Expenses for office supplies, insurance, rent and utilities will cover approx 10% of their overall costs.

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

ACCESS: As mentioned, service recipients/mentees are ready to enter the NM program now as they are current recipients of TRJ's established programs. That said, potential participants are initially referred to TRJ by a WS/FC public school or the Department of Juvenile Justice (DJJ) to participate in one of our programs, either Impact Circles or RESTART Classes.

Program leaders will identify potential mentees based on their needs. Because it is a voluntary program, youth will be asked if they want to participate. If they do, program leaders will get permission from parents for participation in the program.

On the Mentor side, the Volunteer Coordinator will recruit, screen, and train Mentors. When Mentors are ready, the Volunteer Coordinate, with input of program leaders, will match mentors with mentees.

USE: Upon matching mentors with mentees, minimum TRJ expectations include:

- Mentors will check-in with mentees once a week to discuss any pressing issues or concerns that week and in the near future.
- Monthly social outings coordinated by the mentor

DERIVE BENEFIT: Prior to the start of the NM program, mentees will take the developmental assets questionnaire to assess their current strengths and vulnerabilities. Upon completion a unique developmental assets profile is created that indicates areas mentors and mentees should focus on. Youth will derive benefit from this intentional focus on areas needing attention.

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

30

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

No

Describe the other areas (counties) that will benefit

Forsyth County

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

95.00 %

TOTAL FUNDING REQUEST

C.5. Total Operating Funding Request

\$197,500.00

C.6. Total Capital Funding Request

\$0.00

SPENDING TIMEFRAME

C.7 Capital Spending Timeframe

0

C.8 Operating Spending Timeframe

36

D. Project Budget Categories

Case Id: 15084

Name: Kelly, Joanna - 2022

Address: *No Address Assigned

Completed by mjoannakelly@gmail.com on 4/25/2022 4:52 PM

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
Staffing	\$162,000.00
Program Supplies, Activities & Food	\$16,500.00
Office Supplies	\$1,500.00
Rent, Insurance & Utilities	\$8,000.00
Background checks for volunteers	\$2,000.00
Training	\$3,500.00
Transportation costs (vehicle maintenance, gas)	\$2,500.00
Evaluation surveys with Search Institute	\$1,500.00
	\$197,500.00

Capital Costs	Total
	\$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 of Winston Transformative Grant	\$177,500.00
Other grants	\$15,000.00
Annual Fundraiser & Individual contributions	\$5,000.00
	\$197,500.00

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
	\$0.00

9 of 29

	\$0.00
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E. Demographic and Geographic Distribution

Case Id: 15084
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Completed by mjoannakelly@gmail.com on 4/25/2022 4:51 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)

90.00 %

E.2 If the project or program is not a QCT or specifically serve residents in a QCT, will residents meet the follow criteria:

25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income

The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.

F. Alignment to Strategic Plan

Completed by mjoannakelly@gmail.com on 4/25/2022 4:51 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.

Our program addresses two significant areas of concern in our community:

- Crime prevention (Tier 3/Priority 16: Implement 21st century law enforcement reforms and best practices to prevent crime and increase the feeling of overall safety in the community)
- Poverty/Economic Mobility (Tier 2: Implement programs designed to reduce poverty and eliminate barriers to economic mobility)

We address these issues through our work with at-risk youth. Juvenile Crime Prevention Council (JCPC) assesses each youth in the Department of Juvenile Justice system for how “at-risk” they are of reoffending. This is one way to talk about “at-risk” youth. Other “at-risk” youth could be classified as those having experienced higher levels of adverse childhood experiences (ACEs). Youth who are “disconnected” from school, work or training are often classified as “at-risk”. However you choose to define it, at-risk refers to a youth’s risk for future negative outcomes/behavior, of which there can be many:

- lower educational attainment
- criminal justice involvement
- substance misuse
- unemployment
- poverty
- mental illness, especially anxiety and depression

Our Navigator Mentorship (NM) program addresses the single most important protective factor for children at-risk or otherwise – a relationship with a stable, supportive adult.

“Whether the burdens come from the hardships of poverty, the challenges of parental substance abuse or serious mental illness, the stresses of war, the threats of recurrent violence or chronic neglect, or a combination of factors, the single most common finding is that children who end up doing well have had at least one stable and committed relationship with a supportive parent, caregiver, or other adult.” (National Scientific Council on the Developing Child)

CRIME PREVENTION

TRJ’s approach to criminal (specifically juvenile) justice and school disciplinary practices are an alternative to a traditional, more punitive approach often utilized. The two programs from which mentees will come are our Impact Circles and RESTART programs described in the Project Narrative Section. The overall purpose of these programs is to increase the likelihood of a youth’s future success/positive outcomes by reducing the risk of reoffending and keeping youth connected to school, work or training.

In terms of crime prevention (and reoffending youth), our program offers much optimism. The new JCPC Youth Assessment Screening Instrument (YASI) tool incorporates an assessment of youth’s strengths. JCPC clearly correlates the risk of a youth reoffending with their strengths, i.e., as strengths increase, risk of reoffending decreases. The strengths JCPC delineates are similar to the “developmental assets” we identify in the NM program.

Mentees complete a pre and post NM program strengths assessment questionnaire which generates a unique “Developmental Assets Profile” report for each mentee. This profile is used as a tool for the mentor to know what specific strengths they should prioritize in their interactions with their mentee. Our aim is to increase the youth’s overall “Total Assets Score” by the end of the program. We address crime prevention and reduce the risk of youth recidivism/reoffending by increasing their strengths (as correlated as a protective factor by JCPC).

POVERTY AND ECONOMIC MOBILITY

As noted in the now infamous 2014 Chetty, et al, report that named Forsyth County as the 2nd county from the bottom in social mobility in the entire country, the highest correlates to social/economic mobility are areas with higher residential segregation, greater income inequality, poorly performing primary schools, unequal social capital, and prominence of single parent households. This report led to much local activity, including the Poverty Thought Force, the Partnership for Prosperity, the launching of the WSSU Center for the Study of Economic Mobility in 2017 and a primary focus of other local nonprofits and foundations. It takes the attention of all these organizations to address such a significant issue in our community. TRJ's Navigator Mentorship (NM) program directly addresses the social capital issue and indirectly impacts others.

The workload of the NM program – the actual matching of 30 mentor/mentees and the 720 hours they spend together - addresses poverty and economic mobility by addressing social capital and, though it does not decrease the number of single parent households, it can address the burden of single parent households (38% of households in Forsyth County are single parent households, predominantly single mothers). Social capital is the value a person's relationships, networks and connections have to increase the likelihood of their future success, especially economic security.

For a myriad of reasons, at-risk youth often are lacking in social capital. Consider the following situation. Youth living in low-income neighborhoods, predominantly with single (over-burdened) mothers, attending poorly performing schools, not only lack access to folks that could model a different life situation, but they may also not even realize there is a different life situation. There is not an abundance of readily available role-models to whom they can aspire. This is not the situation for all our youth or even all at-risk youth, but it offers a perspective that far too many of our youth find themselves in.

Our NM program directly impacts the social capital of these youth. Mentees are placed in a relationship intentionally established to unlock needed resources. Resources are anything that further the development and likelihood of future success for the youth, including connections to programs, school, work, or training and personal social and emotional skill building.

The Search Institute's specific evidence-based model our NM program is based on has demonstrated positive results with youth in the following areas:

- Increased academic engagement
- Increased social and emotional growth and learning
- Increased sense of personal responsibility
- Reduced engagement in high-risk behaviors

These outcomes correspond with the list of outcomes we provide in the Administration/Reporting Section, specifically that 85% of youth will be connected to school, job training or employment, will have no justice involvement and will have no serious behavior problems in school during and for a minimum of 6 months after completing our program. All of these outcomes correlate with greater economic security. Youth are more likely to graduate high school, feel more empowered and in charge of their life, claim greater personal responsibility and have less involvement in substance misuse and criminal activity. All of these increase the likelihood of higher educational attainment, better employment opportunities and economic mobility, which decreases the likelihood of poverty.

G. Collaboration

Completed by mjoannakelly@gmail.com on 4/25/2022 4:51 PM

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G. Collaboration

Please provide the following information.

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

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

3+

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

We partner with the Department of Public Safety, Division of Juvenile Justice and Delinquency Prevention - District 21 (Forsyth County) to receive referrals through Juvenile Court Services. In addition to referrals, they help us evaluate our programs by providing recidivism data. We reach out to them to monitor whether any of our youth participants have had additional court involvement.

We partner with the Winston-Salem/Forsyth County Schools for referrals. Referrals can come from any school staff person, but most commonly come from Assistant Principals, Counselors or Social Workers. The person at the school who made the referral can also provide important information which can help support the youth while they are in our program. They also provide data that assists in program evaluation.

TRJ partners with UNC-Chapel Hill to receive Masters in Social Work interns. Among other program assistance, they will help with case management of youth in the Navigator Mentorship program. They can help research resources, create/update an ongoing list of resources and when needed, assist with actual hands-on case management of youth.

We also partner with to receive referrals from School Resource Officers in the Forsyth County Sheriff's Office.

H. Administration/Reporting

Completed by mjoannakelly@gmail.com on 4/25/2022 4:50 PM

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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	30 volunteers annually recruited and screened to serve as Navigators 30 youth with justice involvement or school discipline issues annually matched with a Navigator 720 hours of mentoring provided annually (combined total of all volunteer time)
Effectiveness/Outcome	Upon completion of the 6-month program, 85% of youth will demonstrate improvement of 4 or more points as measured by the Developmental Assets Profile During and 6 months after a youth completes the program: 85% of youth will stay connected to school, job training or employment 85% of youth will have no (additional) justice involvement 85% of youth in school will have no serious behavioral problems at school

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

Yes

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

The tool used to evaluate the developmental assets outcome is proprietary to Search Institute. TRJ signed an agreement not to share it. We attached a sample of the DAP report generated from the evaluation - where the points mentioned are reported.



Program Model Evaluation

Relationships-First Creating Connections that help young people thrive.pdf

Supportive Relationships & Active Skill-Building Strengthen Resilience.pdf

2017, The Recipe for Youth Success_Stanford Social Innovation Review.pdf

Examining How and Why Developmental Relationships Work.pdf

DevelopmentalRelationshipsAJOLiJulian2012.pdf

DAP Individual Results Dashboard Sample.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

TRJ Risk Assessment.xlsx

I. Capacity

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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.

The primary objective of the Navigator Mentorship program is to connect people, to create a strengthening, empowering relationship between navigator and mentee. This program aligns perfectly with the mission of TRJ and the restorative justice approach.

MISSION: Triad Restorative Justice is an emerging community resource based in Winston-Salem, NC, with a mission to advance peace, equity and trust in our communities by responding to conflict, crime and injustice with effective restorative practices, education and community building.

WHAT IS RESTORATIVE JUSTICE?

The strength of our relationships determines the strength of our community, and how we respond to conflict, crime, and injustice influences how well we can recover from the harm that has been caused. Restorative justice approaches to conflict focus on healing the harm by addressing the needs of everyone involved and holding people accountable to repair the harm they have caused. Relationships and strong community connection are essential to the restorative justice process. It is through these relationships that individuals and communities not only heal but thrive.

NAVIGATOR MENTORSHIP (NM) PROGRAM

Youth mentees are initially referred to TRJ as the result of a conflict, crime, or behavioral issue. We address the presenting issue with effective restorative practices, education and community building. We hold them accountable for the harm they caused. We educate them by equipping them with new skills. The mentor/mentee relationship builds community by its very existence and through connections mentees make throughout the program. NM advances equity by providing opportunities for those who have less opportunities. And it advances trust through the focus of the 5 elements included in the developmental relationship model (included again here for your convenience):

- express care (show me that I matter to you)
- challenge growth (push me to keep get better)
- provide support (help me complete tasks and achieve goals)
- share power (treat me with respect and give me a say)
- expand possibilities (connect me with people and places that broaden my world)

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.

Our organization currently has an infrastructure that can identify and connect with youth most in need of the Navigator

Initiative. Two programs, RESTART and Impact Circles, work with youth who have been referred based on their involvement with juvenile justice, law enforcement or school-based disciplinary incidents. Our program coordinators are in position to identify youth who need more targeted support and refer them to the Navigators program. We currently have a PT program support staff who has already started working with volunteers - recruiting, screening and coordinating their initial training and orientation. This staff person has been instrumental in developing the Navigators Initiative and is ready to take on the work of the Navigators once funding is secured to increase her hours. We also have interns from UNC's Master's of Social Work Program who can work on developing a structure for case management and support for our volunteers.

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

The implementation plan would be a scaling up of the limited program we currently provide. ARPA funding would allow us to scale up the program to the workload number of 30 matches and 720 mentee/mentor hours we provided in the previous section.

We conducted a pilot run of the volunteer mentor training in March in which 6 people attended. The volunteer coordinator is currently conducting background and reference checks on 3-4 of these people. Once that is complete, she can begin to match youth with mentors.

Implementation/Action plan for the Volunteer Coordinator include:

- Recruit volunteer mentors (via resource fairs, social media, etc.)
 - Schedule and conduct training of mentors as needed
 - Conduct mentor background checks and check references
 - Ensure mentee completes pre- and post- developmental assets questionnaire
 - Match mentors with mentees (with help of program leaders)
 - Review with mentor/mentee matches specific needs identified in Impact Circles or RESTART classes and in the Developmental Assets Profile report to ensure both understand the priorities.
 - Monitor matches through regular contact with mentors via regular reporting of hours spent with mentee and check-ins regarding progress/relationship building
 - Manage data/reporting aspect of the program
 - Create/distribute newsletters and other communications for mentors to provide them with helpful ideas and tips and listings of current local activities to participate in
 - Coordinate occasional group activities
 - Manage 6-month post-program follow-up/evaluation
- check with the Department of Juvenile Justice on youth involvement with (additional) criminal activity
check with schools to see if youth has had (additional) serious behavioral issues

Impact Circles and RESTART Program leaders will assist with program implementation:

- Identify potential mentees.
- Request permission from parents for youth participation in program

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 Volunteer Coordinator (VC) will track navigators and youth matches throughout the program. During the 6-month program VC will track:

- The number of matches made each year
- The number of hours matches spend together annually through weekly Navigator reports/texts.

- Navigator reports will also provide information about whether the youth is connected to school, job training or employment, has had (additional) justice involvement or serious behavioral problems at school.

6-months after program completion

- VC will contact youth to determine if they have remained connected to school, job training or employment and inquire about any justice system involvement and serious behavior issues at school.
- VC will also run youth names through Department of Juvenile Justice system to see if there has been any (additional) involvement.
- VC will check with the youth's school to see if they have had any serious behavioral issues.

Developmental Assets Outcome Evaluation

VC will ensure each youth involved in the program completes a pre- and post- developmental assets questionnaire. This will be given prior to program initiation and at the completion of the program (or at 6-months, whichever comes first).

These are the ways in which we will assess the workloads and outcomes specified. However, we will have ongoing assessments throughout the program through periodic Navigator group meetings to share how things are going – what's working, what's not – and regular check-ins by the Navigators with the Volunteer Coordinator. In this way we want to create a continuous improvement feedback loop.

J. Impact/Community Need

Completed by mjoannakelly@gmail.com on 4/25/2022 4:50 PM

Case Id: 15084

Name: Kelly, Joanna - 2022

Address: *No Address Assigned

J. Impact/Community Need

Please provide the following information.

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

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

DISCONNECTED YOUTH: Youth age 16-24 not engaged in school, work or training. Disconnected youth (DY) or who now may be referred to as “opportunity youth” as people say that lack of opportunity is the underlying issue for those that are not connected to school, work or training. This is a significant issue in our community. The percentage of DY was declining prior to the pandemic, in 2018 it was 11.9%. It spiked back up in 2021 to 13.9%. This issue was identified and discussed in the Kate B Reynolds foundation 2018 Report: The Forsyth Story: A Strategy or Creating a More Inclusive Economy”

“It’s the right of every youth in our county to have access to a good education and a good job. However, too many young people ages 16-24, the majority of whom are Black and LatinX, are disconnected from education and employment opportunities. Far too often, this leads to youth experiencing higher rates of poverty, homelessness, substance misuse, and interactions with the justice system.”

JCPC YOUTH RISK ASSESSMENT: The latest data (the first 6 months of 2021) from JCPC’s Planning Document for FY 2022-2023 indicate that Forsyth County youth have elevated needs in the areas of positive peer influences, difficult home lives which often lack positive parental leadership, history of runaway behavior, moderate to serious behavior concerns at school, and misuse of substances. Selected statistics include:

- 51% associate with other delinquent peers (compared to 41% for the state)
- 20% associate with gang members (compared to 9% for the state)
- 12% are gang members (compared to 3% for the state)
- 59% have parents with marginal parenting skills (compared to 50% for the state)
- 71% have moderate or serious school behavior concerns (compared to 57% for the state)
- 43% report family members have a criminal record (compared to 38% for the state)

Much of the information above is gleaned from the new JCPC Youth Assessment Screening Instrument (YASI) tool which incorporates an assessment of youth’s strengths. As mentioned previously, JCPC clearly correlates the risk of a youth reoffending with their strengths, i.e., as strengths increase, risk of reoffending decreases. The strengths JCPC delineates are similar to the “developmental assets” we identify and measure in our NM program.

VIOLENT CRIME: Violent crime is an issue in Forsyth County demonstrated by the newly adopted \$750,000 Cure Violence program soon to be implemented. According to a W-S Police Department crime stats 3-year comparison of the first 3 months of each year, violent crime is continuing to rise in 2022. These include homicide, rape, aggravated assault and robbery. Our NM program and TRJ overall aims to reduce the recidivism of juvenile offenders.

In the WS Police Department's 2018-2022 Strategic Plan a primary focus area is a reduction in gun violence. The Cure Violence program was adopted primarily for that purpose. According to the Cure Violence's 2022 Assessment Report "the understanding of who is most likely to be involved in the shootings ... includes persons who are 16-25 years old (can range from 14-30), recently has been exposed to violence (themselves or someone from their peer/family group), formerly incarcerated (for violent offense), active in a street organization/crew/click, has history of carrying a weapon and engaged in high-risk street activity (informal economy)."

GANG ACTIVITY: This leads to Gang Related criminal activity in the City. The WS Police Department Gang Unit was formed in 2006. Gang statistics from 2019 stated there were approximately 1,588 suspected and former gang members in approximately 30 gangs in Winston Salem. Forsyth County regularly conducts comprehensive gang assessments, the last was 2021. Best practices to reduce gang involvement included in that report mention a program currently established at TRJ, the Aggression Replacement Training (ART) program (RESTART is TRJ's program), and a mentor (Big Brothers Big Sisters) program similar to the program for which we are requesting funding.

The Navigator Mentorship program is an extension of our other programs designed specifically as interventions for those currently involved and those at-risk of future involvement with violence and gang related activity.

TRJ REFERRALS: As well, to speak to the need in the community we can cite the increased rate of referrals to TRJ. This year to-date we have seen an 81% increase in referrals. That does not include referrals that will continue to come prior to the close of our fiscal year June 30.

Our programs barely got off the ground before COVID. We kept the programs going throughout, but referrals were significantly lessened when schools were not operating. We served:

- 42 youth in 2019-20
- 37 youth in 2020-21 (primary covid year)
- 67 youth in 2021-22 to-date (reporting period ends June 30)

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

85% of youth will be connected to work, school or training during and at least 6 months after our program
85% of youth will increase their "strengths/Total Asset Number" as defined by our Developmental Assessment Tool. As correlated by JCPC increased strengths result in decreased recidivism/risk of reoffending.

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

The ultimate goal of the short-term impacts of the outcomes described in J2 is an increase in educational attainment (less high school dropouts), and reductions in the rate of violent crimes and gang involvement in the city.

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

SHORT TERM IMPACTS

We can measure short term impact through the means we described in the previous section.

The Volunteer Coordinator (VC) will track navigators and youth matches throughout the program. Through reporting forms and regular check-ins with navigators VC will track time spent with youth, whether youth is connected to school, job training or employment, has had (additional) justice involvement or serious behavioral problems at school.

6-months after program completion, VC will contact youth to determine if they have remained connected to school, job training or employment and ask about criminal involvement and serious behavior issues at school.

Developmental Assets Outcome Evaluation

VC will ensure each youth involved in the program completes a pre- and post- developmental assets questionnaire. This will be given prior to program initiation and at the completion of the program or at 6-months (whichever comes first).

LONG TERM IMPACTS

TRJ youth (and youth in general) can be particularly hard to track over a significant amount of time (3 years). For that reason, we look to broader measures of impact. Certainly, it is our belief that if all at-risk youth were matched with a Navigator Mentor, over time the city would see increased educational attainment, less youth dropping out of school, a reduction in violent crime and reduced gang involvement.

These outcomes are easily measured: they are measured annually by the city or county. Due to the limited numbers of youth in our program compared to the numbers of youth that could use a program like this, we cannot claim our program will result in dramatic changes to these measures, but certainly over time and incrementally, we can make a difference. And, in time, TRJ could grow the program and have a larger impact on these critical measures.

K. Funding Stability

Completed by mjoannakelly@gmail.com on 4/25/2022 4:51 PM

Case Id: 15084

Name: Kelly, Joanna - 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?

72.00 %

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

90.00 %

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

It is a TRJ staff and board priority to complete a strategic plan (including a development plan) in the near future. There is no doubt it will be completed prior to exhausting ARPA funding as we are requesting funds for 3 years. We are confident, with the help of a strong strategic plan, development plan and implementation plan, we will have the financial stability to continue to fund the Navigator Mentorship Program.

Our confidence is based on the overwhelming community support TRJ has received, especially the last 2 years. We more than doubled our programming budget 3 years in a row from 2019 to 2021. This increase speaks volumes to the community need and support for the services TRJ provides.

This increasing support comes from the knowledge that a restorative justice - relationships first - approach, if used effectively has the capacity to address major challenges of the at-risk youth in our community today, including:

- high exclusionary (suspension) practices of some public schools, which can lead to what some call a "school to prison pipeline"
- poor recidivism rates of the traditional juvenile justice system
- extensive high risks and needs of youth as compiled from the JCPC Youth Risk Assessment and listed in the community needs assessment section
- high rates of disconnected youth
- violence and gang involvement

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

 **Commitment Letters**

Letter of Support WS:FCS.docx

Triad RJ support for WS Grant - DJJ 4-12-2022.pdf

L. Representation

Case Id: 15084

Name: Kelly, Joanna - 2022

Address: *No Address Assigned

Completed by mjoannakelly@gmail.com on 4/25/2022 4:51 PM

L. Representation

Please provide the following information.

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

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

Name	Race	Ethnicity	Gender Identification
Robert Leak, III	Black	non-Hispanic	Male
Karen Dorr	White	non-Hispanic	Female
Joanna Kelly	White	non-Hispanic	Female
Josh Dalton	White	non-Hispanic	Male
Carrie Woods	Black	non-Hispanic	Female
Ricky Johnson	Black	non-Hispanic	Male
Marlin Wilkins	Black	non-Hispanic	Male
Brittney Dent	Black	non-Hispanic	Female
Colleen Byers	White	non-Hispanic	Female

M. Required Documents

Completed by mjoannakelly@gmail.com on 4/25/2022 4:51 PM

Case Id: 15084

Name: Kelly, Joanna - 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

TRJ Conflict of Interest Policy and Form.pdf

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

2020 Form 990 taxes.pdf

Organization By-Laws *Required

By-Laws Triad RJ.pdf

Articles of Incorporation *Required

Articles of Incorporation.pdf

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

TRJ Handbook Final May 2020.pdf

IRS 501(c)3 Designation Letter *Required

IRS 501(c)3.pdf

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

Financial Review LOI.pdf

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

SOS Current & Active Status.png

N. Submit

Completed by mjoannakelly@gmail.com on 4/25/2022 4:53 PM

Case Id: 15084

Name: Kelly, Joanna - 2022

Address: *No Address Assigned

N. Submit

Please provide the following information.

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

Joanna Kelly

Electronically signed by mjoannakelly@gmail.com on 4/25/2022 4:52 PM

04/25/2022