

A. Organization & Contact Information

Case Id: 16262
Name: Triad Restorative Justice - 2023/24
Address: *No Address Assigned

Completed by valerie@triadrj.org on 11/16/2022 4:45 PM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

Triad Restorative Justice

A.2. Project/Program

Restorative Responses

A.3. FY 2023-24 Funding Request Amount

\$20,000.00

A.4. Agency's Total Operating Budget

\$479,900.00

A.5. Mailing Address

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

A.6. Project/Program Location Address

1416 Bolton St. Winston-Salem, NC 27103

A.7. Organization Website

www.triadrj.org

A.8. Year 501(c)(3) status obtained

2017

A.9. Organization Fiscal Year

Jan 1-Dec 31

A.10. Federal Tax ID Number

81-5231609

A.11. Federal DUNS Number

117041902

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Valerie Glass, Executive Director

A.13. Email

valerie@triadrj.org

A.14. Phone

(336) 413-8425

CONTACT

A.15. Name, Title

Valerie Glass

A.16. Email

valerie@triadrj.org

A.17. Phone

(336) 413-8425

BOARD CHAIR

A.18. Name

Robert Leak, III

A.19. Term Expiration

12/31/2022

A.20. Email

robertleakiii@gmail.com

A.21. Phone

(336) 552-4538

B. Project Overview

Completed by valerie@triadrj.org on 11/17/2022 1:57 PM

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Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

B.1. Provide a concise description of the proposed project/program, indicating specifically how City funds will be used. Briefly, what are the goals/objectives of the project/program?

The Navigator Mentorship (NM) program is a 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 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. These programs are juvenile justice diversion programs that provide a community-based response to school behavioral issues and juvenile crime. TRJ staff has recognized that many of the youth in our programs were struggling in areas outside the reach of our programs. They sometimes faced difficulties in signing up for job/skills training, applying for a job, or connecting to another program/agency for resources. Many often needed more targeted supports to help reinforce the curricula learned and/or to assist with other pressing needs occurring outside the classroom.

As TRJ observed this situation, we attempted to obtain mentors for these youth 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.

TRJ requests funding to cover the salary of the Navigator Mentorship Volunteer Coordinator (VC). 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.

Additional funds are budgeted to cover the costs of training staff and volunteers, criminal background checks for

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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. A portion of our office supplies, insurance, rent and utilities is included as well.

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

ACCESS: Service recipients/mentees are ready to enter the Navigator Mentoring (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 Coordinators 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 Coordinator, with input of Program Coordinators, 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.

NEED (7 POINTS)

B.3. Describe the unmet need that the proposed project/program seeks to address. Include data supporting the 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.

TRJ REFERRALS: As well, to speak to the need in the community we can cite the increased rate of referrals to TRJ. Our most recent program year received twice the amount of referrals than we had in each of the previous years. 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 PY 2019-20
- 37 youth in PY 2020-21 (primary covid year)
- 85 youth in PY 2021-22

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed 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.

C. Strategy and Performance

Completed by valerie@triadrj.org on 11/17/2022 11:25 PM

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C. Strategy and Performance

Please provide the following information.

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem's strategic priorities, adopted most recently in the [2017-2021 Strategic Plan \(2019 Update\)](#) and under review for adoption by City Council for FY 2022 - FY 2025 Strategic Plan, are used as guiding principles to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Safe and Secure Community

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

The Volunteer Coordinator (VC) will track navigators and youth matches throughout the program. During the 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

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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

Mentees will complete a pre and post NM program strengths assessment questionnaire which generates a unique “Developmental Assets Profile” (DAP) 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/protective factors. The DAP will be administered prior to NV program initiation and at the completion of the program.

C.4. Explain the steps that will be taken if the stated program goals provided in C.3. are not achieved.

When goals are not being met, the Executive Director works with the Volunteer Coordinator to identify area(s) of concern.

If there are concerns about a specific youth in the program, we can include their name in our weekly "Safety Net" meeting where all of our program staff and interns meet to discuss any immediate needs of our youth. The mentor and caregiver of the youth can be included in these discussions. This team-based approach insures that we are addressing concerns with all of our resources and helping to identify a variety of possible next steps to support that youth. Together, they collect additional information, speak directly with others involved, and/or the youth to determine what adjustments need to be made in order to have the most positive impact in the community.

If there are concerns about the program as a whole, we can organize a "Boost" session for the program. This is TRJ internal evaluation discussion to support our programs and give it a "boost" for continuous improvement. Again, this team-based leverages the collective wisdom and creativity of the TRJ staff to evaluate the program and develop appropriate strategies to address the concerns.

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 21-22 Previous Year Results	FY 22-23 Current Year Projected Results	FY 23-24 Next Year Anticipated Results
Match 15 volunteers with 15 at -risk youth	Recruiting and screening volunteers; Coordinating with TRJ Program Coordinators to	n/a	n/a	15 youth will receive 6 months of mentoring with a qualified volunteer

	identify and recruit youth;			
Youth will demonstrate stability or improvements in developmental assets	Training provided to volunteers; Weekly check-ins and monthly outings with mentor; organized group activities and enrichment opportunities	n/a	n/a	85% of youth will: - demonstrate a 4 pt gain in their Developmental Assets Profile - stay connected to school, job training or employment - have no further juvenile justice involvement - have no serious behavioral problems at school

	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	0	0
FY22-23 Current Year Projected Results	0	0
FY 23-24 Next Year Anticipated Results	15	15

C.6. FY 21-22 Program Accomplishments

In our Justice programs for PY 2021-22:

We served 85 youth in our Impact Circles and RESTART programs

96% of the youth completed their assigned program

95% of the youth who completed the program had no further complaints filed in juvenile court

In our Community-Focused Youth Programming:

6 Students co-facilitated "Youth Engagement" workshops and facilitated

16 Students completed a 2-week Leadership and Advocacy Class

C.7. FY 22-23 Key Objectives

In our Justice programs for PY 2022-23:

We hope to serve 90 youth in our Justice programs

96% of the youth completed their assigned program

95% of the youth who completed the program had no further complaints filed in juvenile court

In our Community-focused Youth Programming:

We hope to support 10 students as co-facilitators in "Youth Engagement" or similar workshops

20 students to complete a 2-week Leadership and Advocacy Class

Monthly engagement activities for students with leadership opportunities for those who have attended the leadership

classes

Coordinate 2 advocacy events for youth to share their voices, ideas and concerns with school and community leaders

D. Organizational Capacity

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D. Organizational Capacity

Please provide the following information.

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

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.

TRJ accomplishes our mission by providing programs and trainings that focus on strengthening relationships and respectfully engaging all voices as the core values to community building, problem solving and responses to wrongdoing and crime in our society. Our training & consulting programs work with community groups and schools to support transforming school or organizational culture shifts toward a more restorative community, which includes developing alternative approaches to exclusionary discipline techniques, such as suspensions. Our community programs work with both adults and youth to connect people in the community in positive relationship building and promote deeper discussions on tough issues such as racism, poverty, education, police relations, etc. Our justice programs provide ways to respond to juvenile crime and school infractions in our community which support accountability, growth and positive community relationships.

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:

- express care (show me that I matter to you)

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- 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)

FUNCTION (5 POINTS)

D.2. How long has your organization been in operation?

6 years

D.3. How does your organization benefit and serve the City of Winston-Salem and its citizens?

By training people and organizations in restorative processes, we are helping citizens develop skills necessary for handling conflict in a way that addresses the issues, engages those who are impacted by the conflict, and focuses on strengthening relationships through the process. This can result in a reduction of conflict and an increase of respectful conversations throughout the community. We also believe that healthy relationships and strong connections to the community are stabilizing forces for individuals, and they provide a network of support during difficult times. In our justice programs, we anticipate reductions in crime and recidivism based on the results of similar programs in other cities. In one analysis of 19 different restorative conferencing programs, researchers found a 26% greater reduction in recidivism compared to traditional justice approaches.

We are also a key collaborator in the School-Justice Partnership, which seeks to reduce the school-to-prison-pipeline. Current approaches to school-related misbehavior and crime (suspensions, expulsions, arrests) are not effective in changing a youth's behavior and most often lead to more serious crimes and justice involvement down the road. Restorative justice programs help to address the core issues of a conflict and identify what is needed for a youth to make positive changes in their life. A safer community is beneficial for all citizens and reduces the burden on our local law enforcement and justice system.

Our work with schools focus on developing a restorative school culture, as well as providing restorative responses to discipline. Studies from schools in Oakland, Pittsburgh and other areas have demonstrated that restorative practices reduce suspensions and improve graduation rates. We have trained school administrators, educators, and youth program staff in Winston-Salem, and we advocate with school and community leaders for strategic and thoughtful implementation of restorative practices in the district.

We have received support from many segments of the Winston-Salem community, including collaborations with United Way Place Matters, Mental Health Association of Forsyth County, Neighbors for Better Neighborhoods, the Justice Collective, Action4Equity, The Center for Trauma-Resilient Communities, Project Re-Entry, as well as several individuals and faith communities who share a personal concern for justice and peace in our community.

STRUCTURE (5 POINTS)

D.4. In the chart below, list key personnel and executive staff involved in the proposed project/program.

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Volunteer Coordinator	Volunteer recruitment Screening volunteers (checking references, reviewing applications, interviews) Volunteer trainings and orientation Coordinating mentor-mentee introductions Maintaining monthly check-ins with each volunteer Supporting on-going training activities for the volunteers Tracking volunteer activities and hours	24	100.00 %

	Monthly check-ins with other TRJ staff regarding progress of youth involved in mentoring Communicating with volunteers about community opportunities for mentoring activities Coordinating 4-6 group activities for mentors/mentees to do together		
Program Coordinators	Weekly check-ins with program staff to identify youth in need of mentoring support Support Volunteer Coordinator in matching and introducing youth to mentor Monthly check-ins with Volunteer Coordinator about progress of youth	3	0.00 %
Executive Director	Assist with Volunteer Recruitment events Conduct background checks on volunteers Oversee agency's evaluation process for any volunteers whose background check or references indicate need for more closer examination Supervise Volunteer Coordinator and Program Coordinators	2	0.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Valerie Glass	Executive Director	\$49,920.00	0.00 %

D.6. Attach an organizational chart



Organizational Chart *Required

Organizational Chart-3.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool. Best practices for accessing a diverse hiring process and candidate pool include:

We recognize and value that diversity can have multiple meanings. We strive to develop a team of staff, board and volunteers that represent racial, economic and physical diversity.

For hiring staff

1 - Our job descriptions are intentionally written to include the minimal academic qualifications needed for the job so that we can also consider the value of life/work experience of an applicant. Although we may indicate that certain degrees or fields of work may be helpful for the position, we do not require that an applicant have a specific degree to apply for the job.

2 - We also only include the minimal physical qualifications needed for a job, and describe the tasks that an applicant is needed to perform so they can determine whether they can carry out the tasks needed with or without reasonable

accommodation.

3 - We make sure that the job is advertised in locations that represent more racial diversity in our city. For our most recent job openings, we sent information to Winston-Salem State University, Neighbors for Better Neighborhoods, and Action4Equity

For Board of Directors

1 - When recruiting board members, we look at the make up of our current board and seek to make sure it continues to reflect the composition of our city and the people we work with. When we identify gaps in our representation, we actively seek to find board members who have passion and skills needed for the board service, as well as help to deepen our board's representation of the community.

2 - Our board members are not required to provide a specific financial donation. Instead they are asked to give a "personally significant contribution" and in some situations, that may be a contribution of volunteer time instead of a financial gift.

Please enter the total number of Full-Time Positions and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers				3		
Professionals						
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Full-Time	0	0	0	3	0	0

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below, as well as the employee's appropriate race/ethnicity and gender identity.

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		0.75			0.75	
Professionals				0.5		
Technicians						
Office/Clerical				0.25	0.5	
Laborers/Service Workers						
Total Part-Time/Temp	0	1	0	1	1	0

D.8.



Attach a list of all Board Members AND compensation (other than per diem) *Required

Board 2022.pdf

D.9. Number of full Board meetings held during the last twelve months

6

D.10. Number of Board's Executive Committee meetings held during the last twelve months

0

ABILITY (5 POINTS)

D.11. If this is an application for new funding, please describe the steps your organization will take to establish an action plan for successful program launch, including appropriate stakeholder training and coordination. Articulate a clear methodology for service delivery within the context of established goals and include a timeline of key action items and approximate dates for delivery.

We have already begun developing an informal way to connect more with the youth who have been identified as needing additional support, mostly through the use of college interns who are working in our agency.

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

D.12. Describe your organizations' past success with flexibly responding to unforeseen events, which had the potential to negatively impact deliverables. What were best practices learned, if any? How would you successfully use these practices with the proposed program, if necessary?

Adjusting to the limitations during Covid is a good example of how TRJ responded to unforeseen events. RESTART was a new program that had only been operating for a few months, and Impact Circles had just opened for referrals a week before Covid shut down. Like most organizations, we pivoted to online programming. We regularly made changes and adjustments to our programming, while also evaluating to see if we were still able to have the impact we were working toward. Our learning during that time can be summarized with two important take aways:

1) Relationships first. We based every change that we made in our programming on how it would affect the relationships. We didn't worry about our future number of referrals, but instead focused on the youth who were currently in our programs at the time. How can we stay in touch with these youth during Covid? How can we support them through virtual communications? We tried several different approaches - some things we tried were successful, and others did not work.

2) Things may work differently for each program. When trying these new approaches and online programming, we also paid attention to whether or not our efforts were having the intended results. We learned that our programs have different needs, and what works for one program may not be the same thing that works for another program.

Telephone calls and virtual meetings worked well for Impact Circles which primarily works one-one-one with the youth and their family. A virtual classroom did not work well for our RESTART class because the emotional content of the class (anger management) requires a certain level of trust between the instructor and the students that was difficult to build in a virtual environment. So while we were able to meet with the youth virtually, we could tell they weren't making any progress in their emotional regulation. So while Impact Circles remained a virtual program, RESTART opened classes back up that fall with limited class size and full mask protections.

Being relationship focused and engaging in ongoing, informal evaluation is part of our core culture at Triad RJ and will influence how we handle challenges for the Navigator program as well.

D.13. How does your program's policies/procedures ensure fair treatment, equitable access, and utilization of benefits for all persons, particularly marginalized and underserved groups and communities (i.e., marketing, outreach, eligibility determination and appeals)?

Triad RJ has a strong commitment to making sure that all voices of the community have the opportunity to be heard. We strive to be a safe place for anyone to speak out about their concerns. All of our staff participate in both internal and external opportunities for professional development in the areas of racial equity, trauma-informed care, LGBTQ+ concerns, and try to stay informed about other areas of marginalization that need to be addressed.

Addressing accessibility is an important part of our commitment to engaging with marginalized and underserved groups. We have a staff member who can speak Spanish to conduct our intakes with Spanish-speaking families, and we hire a professional interpreter when more in-depth conversations are needed. Our initial letter to families, and our RESTART parental assessment survey is available in both English and Spanish.

We have an agency van that can transport youth to our program events when they don't have transportation. Our offices and classroom are accessible without stairs and have gender neutral, wheelchair accessible bathrooms.

Once a year, we have an intern from a local college conduct a follow-up survey with past program participants. While we are seeking follow-up information in an effort to determine program effectiveness, we do ask whether they feel they were treated with respect and fairness in our program. We always have an outsider (intern) conduct these interviews to help participants feel more comfortable sharing their thoughts, and we also direct them to an anonymous feedback form on our website if they wanted to share any additional comments.

E. Cost Effectiveness

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E. Cost Effectiveness

Please provide the following information.

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Program Services	\$402,350.00	\$373,400.00	\$475,460.00
Fundraising	\$0.00	\$0.00	\$0.00
Management and General	\$77,550.00	\$53,000.00	\$56,800.00
Total Expenditures by Program	\$479,900.00	\$426,400.00	\$532,260.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$318,000.00	\$296,500.00	\$400,670.00
Employee Benefits	\$29,100.00	\$24,650.00	\$29,340.00
Facility Rent and Utilities	\$14,400.00	\$13,000.00	\$14,400.00
Training and Conference Registration	\$2,800.00	\$4,800.00	\$2,400.00
Membership and Dues	\$200.00	\$50.00	\$50.00
Travel and Transportation	\$12,900.00	\$7,400.00	\$5,500.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$58,800.00	\$75,000.00	\$43,000.00
Other Operating Expenditures	\$43,700.00	\$30,000.00	\$36,900.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$479,900.00	\$451,400.00	\$532,260.00

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$0.00	\$0.00	\$40,000.00
Forsyth County	\$108,000.00	\$98,250.00	\$88,552.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$40,000.00	\$50,000.00	\$65,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$45,000.00	\$30,000.00	\$25,000.00
Foundation Grants	\$299,000.00	\$303,000.00	\$308,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
Total Revenues by Category	\$492,000.00	\$481,250.00	\$526,552.00

Describe any amounts listed under "Other Operating Expenditures" or "Other Revenues." Provide details on any specific federal government revenue sources.

Other Operating Expenditures includes costs for food, office supplies, program supplies, communication costs, etc.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2022	0	\$0.00

E.3. Complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program. List each additional funding source for the program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
Staffing	\$32,000.00	\$10,000.00	Forsyth County (JCPC), Fundraising
Taxes	\$2,400.00	\$800.00	Forsyth County (JCPC), Fundraising
Background checks	\$450.00	\$0.00	
Evaluation surveys (DAP)	\$500.00	\$0.00	
Program Supplies (food, activities)	\$2,400.00	\$0.00	
Rent, Insurance, Utilities	\$150.00	\$500.00	Fundraising
Office Supplies	\$100.00	\$0.00	
Transportation costs	\$750.00	\$0.00	
Training/Professional Development	\$1,250.00	\$0.00	
	\$40,000.00	\$11,300.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

1. Staffing: Volunteer Coordinator (VC)

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

2. Taxes: Calculated at 8%

3. Criminal Background check for all volunteers - approximately \$30 each

4. Evaluation Surveys - Contracting with Search Institute, Inc. to provide access to the Developmental Assets Profile via an online portal to administer the survey

5. Program Supplies - providing food, supplies or costs for group activities as we organize safe events for mentors and mentees to do together

6. Rent, Insurance, Utilities - this is a small fraction of our overall costs

7. Office supplies - paper, folders, ink, pens, etc.

8. Transportation costs - gas and maintenance for the van

9. Training/Professional Development - Training for staff and volunteers in the Developmental Assets Approach, basic mentoring support, and other topics as relevant to our work

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

We have interns from the UNC School of Social Work (Master of Social Work Program), which is located here in Winston-Salem. We hope to have 1 or 2 interns working with us each year. These interns are a great addition to our work in helping us to identify youth with additional needs and connecting them with appropriate community resources. We anticipate that some of the youth and their families will be working with our interns on other needs from time to time. Interns can also be a support for our mentors as they are looking for resources to support the intentional ways they are helping youth to navigate through other community systems.

E.6. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

If not funded at the full amount, we can adjust the number of youth served to reflect the capacity provided through the funding.

SUSTAINABILITY (7 POINTS)

E.7. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

The TRJ Board initiated a strategic planning process that is currently underway and due to be completed in early 2023. The strategic plan will include an emphasis on development and implementation to ensure that the plan is enacted. 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

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

Securing participation from youth is a potential barrier to project implementation. Participation should be voluntary, and there may be some youth who are in need of extra support, but do not wish to be involved. We have found that some youth are hungry for any additional attention we can offer them and are eager to sign up, while others are more hesitant to engage more actively. We will continue to build relationships with the youth regardless of whether they sign up for the program or not. If we have capacity to take on more youth than who we are signing up within our own program, we can reach out to schools or other programs working with justice-involved youth and offer the mentoring to their youth as well.

Finding appropriate volunteers to serve as mentors may also be difficult. We want to make sure that the mentors are able to make a connection with the youth they are mentoring, and that they have the appropriate skills to work with the youth in our programs. We want to focus on our recruitment and pre-service interviews, while also providing plenty of training opportunities to make sure we have mentors that connect and make a difference.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

We do not have any staff vacancies or pending departures. We have a part-time staff member who has been helping to develop this program and is ready to get started once we have the funding.

AVERAGE COST (5 POINTS)

E.10. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	40000
Number proposed to be served for the year:	15
Average City funds per beneficiary:	2666
Proposed funds from all sources:	51300
Number proposed to be served for the year:	15
Average total funds per beneficiary:	3420

F. Required Documents

Completed by valerie@triadrj.org on 11/18/2022 1:05 AM

Case Id: 16262

Name: Triad Restorative Justice - 2023/24

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

TRJ Conflict of Interest Policy and Form.pdf

Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required

2021 990.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

Audited Financial statements or third-party review from 2020 and 2021 *Required

Statement on Audits.pdf

North Carolina Secretary of State - Current and Active Status (<https://www.sosnc.gov/search/index/corp>)

***Required**

Screen Shot 2022-11-16 at 4.55.16 PM.png

Other

Letter of Support TRJ.docx

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

G. Income Based Projects/Services Only

Case Id: 16262
Name: Triad Restorative Justice - 2023/24
Address: *No Address Assigned

Completed by valerie@triadrj.org on 11/16/2022 4:47 PM

G. Income Based Projects/Services Only

** Complete this section only if you are requesting funds for a Community Development project (for CDBG, HOME and/or ESG funding).**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

G.1. In the right-hand column below, indicate the number of participants to be served by the proposed project/program within each income category during the year. Click [here](#) to see Winston-Salem income limits by household size.

Income Range	# to be served
0 to 30% of median	0
31% to 50% of median	0
51% to 80% of median	0
Greater than 80% of median	0

G.2. Describe policies, procedures, and criteria for determining who is eligible. Describe the procedures for screening, eligibility determination, intake, assessment and orientation of participants

H. Construction/Rehab Only

Completed by valerie@triadrj.org on 11/16/2022 4:47 PM

Case Id: 16262

Name: Triad Restorative Justice - 2023/24

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**
If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

H.1. Describe the proposed project and provide plans. If the project is approved, we will need a detailed work write-up.

H.2. Provide a projected timeline for the proposed work.

H.3. Describe how the project will be managed, including the contractor procurement process.

H.4. Describe the target market, including any special populations to be served.

H.5. Describe the services or program you plan to provide.

H.6. Describe the property management plan.

H.7. List the development team members.

H.8. Describe the financial capability of the sponsor/owner organization.

H.9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govt Funding
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Documentation

Development budget that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

***No files uploaded*

Participant/program data sample report

***No files uploaded*

Market study or other analysis to verify the need for the project.

***No files uploaded*

Operating pro forma that includes rent and operating cost assumptions and all estimated loan payments, in electronic format.

***No files uploaded*

I. Emergency Shelter Only

Completed by valerie@triadrj.org on 11/16/2022 4:47 PM

Case Id: 16262

Name: Triad Restorative Justice - 2023/24

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by valerie@triadrj.org on 11/16/2022 4:47 PM

Case Id: 16262

Name: Triad Restorative Justice - 2023/24

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

If the section is not applicable to your project, please leave the questions blank and mark the step "Complete."

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by valerie@triadrj.org on 11/18/2022 1:06 AM

Case Id: 16262

Name: Triad Restorative Justice - 2023/24

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Valerie Glass

Electronically signed by valerie@triadrj.org on 11/18/2022 1:05 AM

IDIS Setup

No data saved

Case Id: 16262

Name: Triad Restorative Justice - 2023/24

Address: *No Address Assigned

IDIS Setup

Please provide the following information.

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE