

# A. Organization & Contact Information

Completed by mtountasakis@crossnore.org on 11/18/2022 3:17 PM

**Case Id:** 16173  
**Name:** Crossnore - Promise Scholarship Program - 2022  
**Address:** \*No Address Assigned

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## A. Organization & Contact Information

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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

Crossnore Communities for Children

### A.2. Project/Program

Promise Scholarship Program

### A.3. FY 2023-24 Funding Request Amount

\$78,000.00

### A.4. Agency's Total Operating Budget

\$24,400,000.00

### A.5. Mailing Address

PO BOX 249 CROSSNORE, NC 28616-0249

### A.6. Project/Program Location Address

1001 Reynolda Road Winston-Salem, NC 27104

### A.7. Organization Website

<https://www.crossnore.org/>

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

1913

### A.9. Organization Fiscal Year

October 1 - September 30

### A.10. Federal Tax ID Number

56-0567980

### A.11. Federal DUNS Number

162977185

### EXECUTIVE DIRECTOR/MANAGER

#### A.12. Name, Title

Brett A. Loftis, JD, CEO

#### A.13. Email

[bloftis@crossnore.org](mailto:bloftis@crossnore.org)

#### A.14. Phone

(828) 733-4305

### CONTACT

#### A.15. Name, Title

Shana Heilbron, Executive Director, Triad Region

#### A.16. Email

[sheilbron@crossnore.org](mailto:sheilbron@crossnore.org)

#### A.17. Phone

(336) 721-7600

### BOARD CHAIR

#### A.18. Name

Bick Cardwell, Jr.

#### A.19. Term Expiration

12/31/2022

#### A.20. Email

[bick.cardwell@colliers.com](mailto:bick.cardwell@colliers.com)

#### A.21. Phone

(404) 877-9256

## B. Project Overview

Completed by [mtountasakis@crossnore.org](mailto:mtountasakis@crossnore.org) on 11/18/2022 3:57 PM

**Case Id:** 16173

**Name:** Crossnore - Promise Scholarship Program - 2022

**Address:** \*No Address Assigned

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## B. Project Overview

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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?**

One of Crossnore's top funding priorities year-round is our Promise Scholarship program. This program, which includes Bridge Scholarships, Thrive Scholarships, and Discover Scholarships, represents Crossnore's promise to deliver state-of-the-art child welfare services to children and families in western North Carolina. To fulfill this promise, Crossnore relies on the financial support of our donors as well as city and state funding allocations. A generous grant of \$78,000 will support 25% of the Promise Scholarships for the Winston-Salem area children served by Crossnore.

Bridge Scholarships help "bridge the gap" between what Departments of Social Services pay Crossnore to provide residential services for their county's foster children, and our actual cost to house and provide the supportive holistic care that children in our Campus-Based Foster Care program receive, for example, having an on campus job through the Student Work program and going on field trips through the Classroom Without Walls program.

State funds are limited and supply the basic physical needs of our children, but the minimal standard of living is not what Crossnore kids experience. The wide variety of extracurricular and enrichment programs and activities funded by Bridge Scholarships are what make Crossnore a unique place for foster children to live, grow, and heal. Bridge Scholarships make possible things like a rescue dog from a local animal shelter for each cottage, birthday parties, holiday celebrations, recreation and sporting opportunities, and off campus travel—non-billable activities that bring happiness and healing to the vulnerable children we serve.

Thrive Scholarships enable at-risk children in the Winston-Salem area to access critical mental and behavioral Therapy Services that they otherwise could not afford. Our licensed therapists treat community children on our two residential campuses, at our Hendersonville office, and on-site at schools in Forsyth and Henderson counties. Crossnore therapists are trained in evidence-based models including Trauma-Focused Cognitive and Behavioral Therapy, Eye Movement Desensitization and Reprocessing Therapy, and Trust-Based Relational Intervention Therapy. Psychiatry services are available for children and families as needed.

Thrive Scholarships also supplement the cost of Therapy Services provided to community children and the children served by Crossnore's Campus-Based and Community Foster Care programs. Crossnore bills hour-long therapy sessions at approximately \$100 an hour, but only receives about half of that rate from Medicaid. With the majority of Crossnore clients being Medicaid recipients, the remaining costs of our therapy services must be covered through other funding streams.

Discover Scholarships fund Adventure-Based Counseling group sessions for youth who are Crossnore clients. These sessions combine experiential learning with engaging and challenging activities that embody the spirit of adventure. As

part of Crossnore’s commitment to trauma-informed care, Adventure-Based Counseling helps the children we serve recognize their similarities and identify their group belonging. This is important because building connections with peers and adults contributes to trauma resiliency. Adventure-Based Counseling enhances the Therapy Services provided by Crossnore therapists and can improve client outcomes.

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

Most children living on Crossnore’s Winston-Salem Campus have been removed from their families and homes (through no fault of their own) and placed in our Campus-Based Foster Care program by their county DSS social worker. A handful of children each year are privately placed in our care.

Life at Crossnore is so much more than a simple “placement” where children receive food and shelter. Extracurricular and enrichment programs, activities, and travel supported by Crossnore’s Bridge Scholarships, along with vital Therapy Services supplemented by Thrive Scholarships, and Adventure-Based Counseling group sessions fully funded by Discover Scholarships, all contribute to the hope and happiness of Crossnore kids as they transition from surviving to actually thriving. This transition is never easy, but it’s certainly possible and more likely when children are given special opportunities to explore, learn, trust, and to experience love like they never have before.

Sometimes the cottage dogs in our Pet Nurturing program, supported by Bridge Scholarships, are best able to soothe a frightened child. And there are no words to describe the pure joy on the face of a child who sees the ocean for the first time on a summer vacation supported by Bridge Scholarships. Our cottage parents who see these priceless expressions of astonishment say it never gets old.

Children who have experienced significant abuse tend to respond best to clinical therapy approaches that are evidence-based and trauma-focused like those supplemented by Thrive Scholarships. Crossnore licensed therapists help children and families learn new strategies to address challenging behavior, change ineffective patterns, evaluate difficult decisions, and overcome obstacles in order to lead a more fulfilling life together.

What better way for traumatized children to develop strong social and communication skills, achieve personal growth, increase both their self-awareness and self-confidence, and build their trust in others than on the high and low ropes courses on Crossnore’s Winston-Salem Campus? Under the direction of our certified Adventure-Based Counselor, group sessions (fully funded by Discover Scholarships) help children recognize what’s strong in them. Blending action and reflection, Adventure-Based Counseling taps into the connections between a child’s mind and body, which is vital for positive growth and resilience. The challenges promote teamwork and require the integration of motor skills with decision-making. As an alternative to aggression, a child can transfer that energy onto the ropes course and in good time, learn to regulate emotion and action. Not to mention, Crossnore kids find the ropes course challenges as well as the 600-foot zip line lots of fun!

**NEED (7 POINTS)**

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

The need for stable and loving homes for children who enter North Carolina’s child welfare system is greater than ever. Crossnore referrals and admissions continue to increase, as well as the number of referrals from counties that have historically not been in our catchment area. This year, Crossnore has received referrals from 73 North Carolina counties.

Sadly, we’re currently turning away about 100 referrals each month. Though we have on campus accommodations for foster children, including the larger and harder to place foster sibling sets, we unfortunately do not have the staff to serve them, nor do we have a sufficient number of licensed foster families in our communities to meet the growing

demand for foster care services. It's wonderful when our community foster families become adoptive families, but they often choose to discontinue providing foster care after adoption.

To address these challenges, we are using intentional and diligent staff and foster parent recruitment and retention plans. Another way we're working to increase the number of available foster homes is through the launch of our innovative Bridging Families foster care model that uses North Carolina's first state-approved and trauma-informed professional career foster parents. We have on campus Bridging Families cottages in operation and recently received funding to open our first community Bridging Families home in partnership with a WNC United Methodist Church.

What we've been doing for over a decade at Crossnore and what continues to make us a recognized leader in helping foster children heal from the abuse and trauma they have experienced, is providing them with the stable and loving homes they so desperately need. By giving these innocent children the safety they deserve and by helping to restore and build their trust in caring adults, Crossnore is breaking generational cycles of abuse, poverty, addiction, and teenage pregnancy. In the process, we're making our families, neighborhoods, and communities stronger and more resilient to the impacts of trauma as well as better places to live.

At this time, Crossnore is providing Campus-Based Foster Care services to 41 children and teens from the Triad Region. These foster youth, ages three to 19, live in the seven cottages on our Winston-Salem Campus and come from Guilford, Surry, Forsyth, Wilkes, Stokes, Catawba, Randolph, Ashe, and Cabarrus counties. Among these children are six sibling sets, and eight teens enrolled in our Youth Independent Living program. Crossnore is also serving 32 Triad Region foster children through our Community Foster Care program.

Though payments from DSS agencies, Medicaid, and other health insurance programs for low-income children help fund Crossnore's basic day-to-day operating costs, it's the city and state allocations and private dollars given by numerous and generous donors driving the quality programs that create memorable childhoods and positive outcomes for Crossnore youth. A generous grant of \$78,000 from the City of Winston-Salem will help to supplement the Campus-Based Foster Care services that Crossnore provides to at-risk children in the Triad Region through the caring and professional staff based on its Winston-Salem Campus. Grant funds will also support the evidence-based and trauma-informed Therapy Services and Adventure-Based Counseling sessions that all Crossnore foster youth receive while they remain in our care.

## **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?**

Crossnore has a myriad of valuable community partnerships that support the important work we do with some of North Carolina's most vulnerable children and families. Our closest peer relationships with the most significant impact on the Promise Scholarship program at our Winston-Salem Campus are with the DSS agencies in the Triad Region that place their county's foster children in our care. (Crossnore provides Foster Care services— both Campus-Based and Community— as well as Therapy Services for more than 20 DSS agencies at any point in time.)

Other partner organizations that make valuable contributions to the healing and well-being of children served by Crossnore include the following:

-Youth Villages works with Crossnore's Project Safe Home initiative serving Crossnore youth at risk of commercial sexual exploitation.

-Forsyth County Public Schools have welcomed Crossnore licensed therapists to provide on-site Therapy Services to their students during the school day, eliminating the need for parents to take time off from work and removing transportation as a barrier to much needed mental and behavioral health services.

-Several North Carolina providers, along with Crossnore, are members/owners of a clinically integrated network called Collaborative Health Network (CHN). CHN focuses on improving patient care and reducing healthcare costs. Members create strong partnerships with NC DHHS, payors, healthcare providers, and social services organizations to improve the health of people across our state. Crossnore is one of the only member organizations that primarily focuses on children in the foster care system. Crossnore CEO, Brett Loftis, serves on the CHN board of directors.

-A host of churches and community-based organizations across the Triad Region work with Crossnore's Winston-Salem Fostering Communities Team to offer support for the children in Crossnore's Campus-Based Foster Care program.

- Local Management Entity/Managed Care Organizations (LME/MCOs) partner with Crossnore around Medicaid funded programs.

## C. Strategy and Performance

Completed by mtountasakis@crossnore.org on 11/18/2022 3:49 PM

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

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## C. Strategy and Performance

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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):

Economic Vitality and Diversity

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.

Crossnore uses a couple of different systems to collect, track, visualize, evaluate, and report our client and program data. Two examples include Evident's Thrive Electronic Health Record for client data (foster care, case management and clinical/medical management); and the Power BI platform that internally links multiple programs and tracks Key Performance Indicators.

Crossnore measures program performance and success through its Performance and Quality Improvement (PQI) process. Each program and administration function has a logic model which is updated annually; logic models have defined outputs and outcomes. Various measures are used in these logic models, as appropriate to the program or

function. Crossnore’s PQI team publishes an annual report that is shared with staff and key stakeholders.

Crossnore also publishes an organizational annual report that includes client data and program data as well as program performance for the previous fiscal year.

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

Crossnore utilizes the Plan-Do-Study-Act (an iterative, four-stage problem-solving model approach) in conjunction with our PQI process. Data is reviewed in monthly, quarterly, and annual intervals. We are also able to view data in real time as needed.

If PQI goals are not met, we utilize a root-cause analysis to assess what happened and what strategies we need to implement to make a change.

**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
Provide campus-based foster care for children and youth in the child welfare system.	Provide safe, stable, and loving homes, food, clothing, and medical and educational services for WS children and youth in the child welfare system.	Crossnore provided campus-based foster care for 162 Winston-Salem foster children and youth in FY22.	Crossnore has provided campus-based foster care for 165 Winston-Salem foster children and youth in FY23.	Crossnore expects to provide campus-based foster care for 165 Winston-Salem foster children and youth in FY24.
Provide therapy services to children and youth in the child welfare system.	Provide evidence-based, trauma-focused, mental and behavioral health therapy services for WS children and youth in the child welfare system.	Crossnore provided therapy services for 261 Winston-Salem foster children and youth in FY22	Crossnore has provided therapy services for 265 Winston-Salem foster children and youth in FY23.	Crossnore expects to provide therapy services for 265 Winston-Salem foster children and youth in FY24.
Provide adventure-based counseling services for children and youth who are Crossnore residential	Provide adventure-based activities - including the high and low ropes at Miracle Heights	Crossnore provided adventure-based counseling services for 162 Winston-Salem children and	Crossnore has provided adventure-based counseling services for 165 Winston-Salem	Crossnore expects to provide adventure-based counseling services for 165 Winston-Salem

clients.	Adventures on the Crossnore Campus - for Winston-Salem children and youth who are Crossnore clients.	youth who were Crossnore clients in FY22.	children and youth who are Crossnore clients in FY23.	children and youth who are Crossnore clients in FY24.
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	261	261
FY22-23 Current Year Projected Results	265	265
FY 23-24 Next Year Anticipated Results	265	265

**C.6. FY 21-22 Program Accomplishments**

- The Pet Nurturing Program, supported by Bridge Scholarships, seeks to restore hope, trust, and resilience in our Campus-Based foster children by having them interact and care for the dogs in the cottages where they live. Because many of the rescue dogs have been abused or abandoned, the children are responsive to and feel a connection to their cottage dog. Crossnore provides a pathway for foster children to have positive outcomes that include reductions in stress and anxiety, improvements in behavior and mental health, and academic success. The dogs are part of the comprehensive care we provide to foster children with the intention that they grow up to become resilient individuals who can overcome the harmful effects of their adverse childhood experiences.

- Bridge Scholarships support birthday parties and holiday celebrations for the children in Crossnore’s Campus-Based Foster Care program. At Crossnore, it’s important to us that the children we serve don’t miss out on birthday cupcakes and balloons, or Christmas trees and the excitement of opening presents on Christmas morning. Since they’re unable to celebrate these special occasions with their families, we want to ensure the moments are as memorable and as happy as possible given their circumstances.

- School field trips, summer day trips, and overnight Spring Break trips are all funded by Bridge Scholarship dollars. Off campus travel offers the foster children in our care a chance to “see the world,” observe other cultures, try international foods, and visit landmarks, theme parks, and other attractions they’ve only read or heard stories about. Travel ignites a child’s curiosity, imagination, and sense of adventure. Enrichment opportunities like these provide Crossnore youth firsthand, real-world experiences allowing them to see the world differently, to imagine possibilities they’ve never before considered, and to envision a better, brighter future.

- Crossnore therapists design and implement therapy sessions, supported by Thrive Scholarships, for the children in their care geared towards preventing and reducing behaviors that can be roadblocks to these children’s success at home, in school, and in their communities. Therapists teach Crossnore kids techniques that give them more control over negative feelings that can interfere with good academic performance and positive social interactions.

- Crossnore therapists also help children (as well as their biological, foster, and/or adoptive families) learn new strategies to address challenges, break ineffective patterns, evaluate difficult decisions, and overcome obstacles to lead a more fulfilling life. Early identification, diagnosis, and therapy sessions, supplemented by Thrive Scholarships,



help children successfully reach their academic and social potential.

### **C.7. FY 22-23 Key Objectives**

The following key objectives are based on the program goals listed in C5:

-Retention of staff to serve projected number of Triad Region foster children.

-Crossnore's in-house Communications team will promote Campus-Based and Community Foster Care services/openings to Triad Region DSS agencies to be certain that available beds stay occupied.

-Schedule trainings and other professional development opportunities for Crossnore therapists to enhance their clinical skills and to ensure they're delivering the highest quality care.

-Crossnore Fostering Communities team will create awareness of the Campus-Based and Community Foster Care programs/services available. They will also recruit foster parents in the Triad Region. The Fostering Communities team regularly speaks to churches and community-based organizations. They also frequently attend child welfare related events to promote Crossnore programs and services.

## D. Organizational Capacity

Completed by mtountasakis@crossnore.org on 11/18/2022 3:52 PM

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

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### D. Organizational Capacity

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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?**

Founded in 1913 and with three locations in North Carolina, Crossnore is a non-profit, trauma-informed child welfare organization offering a continuum of services for children at risk of entering the foster care system, children who are already in the system, and teens and young adults aging out of the system.

Crossnore provides safe and loving homes for foster youth in the 21 cottages on our two residential campuses (one located in the mountains of Avery County and the other in the heart of Winston-Salem) and in our licensed community single family and therapeutic foster homes scattered across the western half of our state. Additional services include outpatient and school-based mental and behavioral therapy; independence and self-sufficiency preparation for foster teens and young adults; adoption services; family preservation services; and trauma-informed training and consultation for schools, churches, and other community-based groups.

The young people served by Crossnore come from all over the state and range in age from less than one year old to 26 years old. Their families often receive trauma-informed care as well. Crossnore is known for its uncommon ability to keep foster siblings together. (Today we are serving 12 sibling sets and recently, we cared for a sibling set of seven.) Another attribute setting Crossnore apart from other child welfare organizations is the Sanctuary® model of care used by Crossnore staff to holistically nurture each child's mind, body, and spirit.

Crossnore is a recognized leader in helping foster children who have experienced abuse or other trauma reclaim, rebuild, and reimagine the essential belief in a safe, dependable home.

Crossnore's mission is to create healthy futures for children and families by providing a sanctuary of hope and healing. The Promise Scholarship Program advances our mission by supporting the programs, services, and activities that contribute to the healing process of the children we serve.

#### FUNCTION (5 POINTS)

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

Crossnore was founded as The Crossnore School in 1913. In 2017, The Crossnore School merged with The Children's Home in Winston-Salem to become Crossnore School & Children's Home. In 2021, we changed our name to Crossnore Communities for Children.

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

Crossnore provides a full continuum of services to children and young adults in the child welfare system, those

transitioning out of the system, and those who are in danger of entering the system. We use a holistic approach to meet the clinical, medical, physical, and spiritual needs of each child.

We have a host of community partners including but not limited to multiple county DSS offices, schools, churches, and other non-profits. We are uniquely positioned to create services to meet the needs of our partners.

The services provided by Crossnore don't easily compare to other organizations with similar missions. We provide a wide range of services across the continuum that many other private child welfare organizations do not. For example, some offer residential services but not in-house clinical services. Few have campus medical services. Crossnore has a Medical Director and a team of full-time medical professionals. In addition, not all child welfare organizations have an internationally recognized model of care similar to Sanctuary.

**STRUCTURE (5 POINTS)**

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

<b>Position Title</b>	<b>Activities/Inputs</b>	<b>Total Work Hours Per Week</b>	<b>% of hours proposed to be funded</b>
Chief Program Officer	Meets with Foster Care team, VPs , and Therapy Services team to provide strategy and to discuss support of these programs. Also meets with Chief External Relations Officer to discuss funding and promotion of these programs.	32	0.00 %
Senior Director of Residential	Directs Campus-Based Foster Care program.	40	0.00 %
Vice President of Clinical Services	Leads Therapy Services program.	40	0.00 %
Director of Campus-Based Clinical Services	Leads Campus-Based Therapy Services.	40	0.00 %
Director of Community Therapy Services	Leads Community Therapy Services.	40	0.00 %
Licensed Clinical Therapists	Provide evidence-based and trauma-informed therapy sessions for children in Campus-Based Foster Care, Community Foster Care, and for children who live in the communities served by Crossnore.	40	0.00 %
Vice President of Programs	Leads implementation of work in Campus-Based Foster Care.	30	0.00 %
Deputy Director and Chief External Relations Officer	Meets with Chief Program Officer to discuss funding for Campus-Based Foster Care/Bridge Scholarships, Therapy Services/Thrive Scholarships, and Adventure-Based Counseling/Discover Scholarships.	10	0.00 %
Director of Experiential Learning/Adventure-Based Counselor	Leads Adventure-Based Counseling group sessions for children in the Campus-Based Foster Care program.	20	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
Brett Loftis, JD	Chief Executive Officer	\$0.00	0.00 %
Caroline Hart, CFRE	Chief External Relations Officer & Deputy Director	\$0.00	0.00 %
Sarah Norris, Ed.D., MBA, M.Ed.	Chief Program Officer	\$0.00	0.00 %
Angela Woods, JD, MBA	Chief Operating Officer	\$0.00	0.00 %

**D.6. Attach an organizational chart**

**Organizational Chart \*Required**

CCC Organizational Chart Nov 2022 (not yet approved).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:**

Crossnore is committed to creating a diverse environment and is proud to be an equal opportunity employer. We recruit, employ, train, compensate, and promote employees regardless of race, religion, color, national origin, gender, disability, age, veteran status, and other protected status.

Crossnore Communities for Children is an equal employment opportunity employer, and is committed to the principles of inclusion, diversity, equity, and being an anti-racist organization. Crossnore prohibits discrimination, harassment, and retaliation of any type and affords equal employment opportunities to employees and applicants without regard to race, color, religion, sex, sexual orientation, gender identity or expression, pregnancy, age, national origin, disability status, genetic information, protected veteran status, or any other characteristic protected by law.

It is important to us to build and retain a strong workforce that is inclusive, and diverse and one which can identify with and reflect the communities, children, and families that we serve. Crossnore has provided training/education for staff regarding the hiring process to ensure that biases are not impacting their decisions. Together we can create a sanctuary for our clients and our staff that includes, celebrates, and affirms all racial, cultural, and physical identities.

We have a clear vision to provide a workplace where a diverse group of talented individuals come to do their best work. Careers at Crossnore come with a comprehensive set of benefits to support the health and financial well-being of all employees, including paid time off, flexible work schedules where allowable, 401(k) with a company match, medical, dental, and vision insurance, and more.

**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	10	2	1	39	7	4
Professionals	1	0	0	2	0	0

Technicians	0	0	1	0	0	0
Office/Clerical	4	0	1	30	3	3
Laborers/Service Workers	20	7	4	47	23	16
Total Full-Time	35	9	7	118	33	23

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	0	0	2	0	0
Professionals	1	0	0	1	0	0
Technicians	0	0	0	0	0	0
Office/Clerical	2	0	0	5	0	0
Laborers/Service Workers	5	3	1	12	2	1
Total Part-Time/Temp	8	3	1	20	2	1

**D.8.**

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

Crossnore Board of Trustees (02.04.22).pdf

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

4

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

6

**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.**

This application is for funding that will support Crossnore's Promise Scholarship program that represents Crossnore's promise to deliver state-of-the-art child welfare services to children and families in western North Carolina. The Promise Scholarship program includes Bridge Scholarships, Thrive Scholarships, and Discover Scholarships. These scholarships fund and supplement the vital programs, services, and activities that contribute to the happiness and healing of foster children in Crossnore's Campus-Based Foster Care 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?**

One of the best examples of our flexibility in the face of unforeseen events has been our response to the Coronavirus pandemic. Soon after the governor issued stay at home orders in March 2020, Crossnore organized a Covid-19 Task Force consisting of employees from our three locations. This team met frequently and successfully navigated our agency through a challenging and stressful time.

In the thick of the scare, despite the drastic adjustments to our daily operations (which included campus-based foster care children quarantined in their cottages completing schoolwork online, most of our staff working remotely from their homes, and the majority of our services being provided virtually), our client care remained effective and our critical programs and services continued with little interruption. In fiscal year 2020 (October 1, 2019 – September 30, 2020), our Therapy Services team delivered nearly 25,000 hours of telehealth services to individual children and their families.

At the heart of our ability to thrive during such difficult periods is our Sanctuary® trauma-informed staff and the trauma-resilient culture that exists at our three sites. Mandatory Sanctuary® trainings at Crossnore take place quarterly.

Crossnore is also fortunate to receive exceptional support from our dedicated community partners and our generous donors. Businesses, corporations, churches, community-based organizations, foundations, and individuals step up, often without being asked, when unexpected agency or client needs arise or when unbudgeted expenses occur.

**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)?**

The Seven Commitments of the Sanctuary® Model are the guiding principles for how Crossnore operates: nonviolence, emotional intelligence, democracy, social learning, growth and change, social responsibility, and open communication. Recently, Crossnore’s Evolve Committee (a group of employees who works to educate staff on diversity, equity, and inclusion) rewrote these Seven Commitments using an anti-racist lens to ensure we are being equitable:

**Open Communication**

We commit to communicating openly and honestly about racism and equity. As an agency, we will distribute accurate information and foster environments where silence, personal biases, and microaggressions can be confronted in a meaningful way. We will create brave spaces where everyone is welcome to learn and advocate for themselves and others.

**Nonviolence**

We acknowledge overt, covert, and systemic forms of racism as violence and commit to actively resisting all forms of racism. We will recognize and address violent language, symbols, and actions, including micro-aggressions, implicit biases, and race-based community violence. We understand silence as violence and, therefore, will actively and boldly pursue an organizational culture that creates an inclusive sanctuary for our clients and our staff that celebrates and affirms all racial and cultural identities.

**Shared Governance**

We will acknowledge and address biases and imbalances of power. We will develop shared decision-making and shared leadership where voices, reflecting our communities, contribute to the emergence of new and creative ideas. We commit to being aware of and focused on voices that are considered both central and marginal. Leadership will share power and elevate others by ensuring adequate and diverse representation on all teams.

**Social Responsibility**

We recognize that ending structural and systemic racism is all our responsibility, and we commit to advancing our individual and collective efforts of being an antiracist organization. We recognize our responsibility to acknowledge,

report and respond to interpersonal, structural, and systemic racism within our agency, the child welfare system, and our communities.

### Social Learning

We are open to learning from the diverse experiences and knowledge that each community member contributes. We commit to identifying areas of personal growth as we challenge our current thoughts and behaviors. We commit to walking into brave spaces, which may be uncomfortable. We will recognize our complicity in harmful action and/or inaction and will stay open to growth.

### Emotional Intelligence

We commit to being aware of how we show up in shared spaces. We affirm our feelings and those of others as valid and will acknowledge our emotions during times of forward progress and challenge. We will take care of ourselves and ask for help. We will accept accountability for our actions and our expression of emotions as well as their impact on others.

### Growth & Change

We honor the systemic and historic adversity and losses associated with racial trauma. We recognize that we cannot move forward until these experiences are acknowledged, both on an organizational and individual level. We commit to interrupting systems and patterns of racism and oppression. We will work toward becoming anti-racist individuals to collectively dismantle the norms within our organization and community. We envision a future at Crossnore that is equitable, brave, and representative of who we are and who we serve.

Crossnore's Inclusion, Diversity, Equity, and Anti-Racism (IDEA) steering committee began meeting in the summer of 2020 to address the inclusion, diversity, equity, and anti-racism challenges facing Crossnore. The committee is charged with ensuring that Crossnore policies, practices, advocacy, and communications are inclusive, diverse, equitable, and anti-racist. Their work has resulted in the creation of four workgroups to monitor progress throughout our organization. Each workgroup is charged with reviewing their area of responsibility and making recommendations for change. The workgroups are:

- Staff Policy & Practices
- Client Policy & Practices
- Public Policy
- Communications

Crossnore's Performance and Quality Improvement (PQI) team meets quarterly to review agency and client numbers tracked by Crossnore programs and services, and to evaluate equity across the programs and services from a data perspective.

Crossnore has also provided training/education for staff regarding admission criteria to ensure that biases are not impacting their decisions. Crossnore admissions personnel ask Departments of Social Services for further clarity when wording is used that could be perceived as discriminatory or bias.

## E. Cost Effectiveness

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

Completed by mtountasakis@crossnore.org on 11/18/2022 4:01 PM

### 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	\$2,592,361.00	\$2,592,361.00	\$2,600,000.00
Fundraising	\$7,750.00	\$7,750.00	\$8,000.00
Management and General	\$21,772,495.00	\$21,772,495.00	\$22,200,000.00
<b>Total Expenditures by Program</b>	<b>\$24,372,606.00</b>	<b>\$24,372,606.00</b>	<b>\$24,808,000.00</b>

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$13,684,397.00	\$13,684,397.00	\$14,000,000.00
Employee Benefits	\$3,517,336.00	\$3,517,336.00	\$3,520,000.00
Facility Rent and Utilities	\$2,453,625.00	\$2,453,625.00	\$2,500,000.00
Training and Conference Registration	\$1,065,238.00	\$1,065,238.00	\$1,100,000.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$331,210.00	\$331,210.00	\$332,000.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$107,300.00	\$107,300.00	\$108,000.00
Other Contracted Services	\$0.00	\$0.00	\$0.00
Other Operating Expenditures	\$3,213,500.00	\$3,213,500.00	\$3,300,000.00
Capital Outlay	\$0.00	\$0.00	\$0.00
<b>Total Expenditures by Category</b>	<b>\$24,372,606.00</b>	<b>\$24,372,606.00</b>	<b>\$24,860,000.00</b>

Revenues by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
City of Winston-Salem	\$78,000.00	\$78,000.00	\$85,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$12,097,763.00	\$12,097,763.00	\$13,000,000.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$1,344,483.00	\$1,344,483.00	\$1,400,000.00

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Memberships	\$0.00	\$0.00	\$0.00
Donations	\$8,539,249.00	\$8,539,249.00	\$9,000,000.00
Foundation Grants	\$1,690,107.00	\$1,690,107.00	\$1,700,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$588,190.00	\$588,190.00	\$600,000.00
<b>Total Revenues by Category</b>	<b>\$24,337,792.00</b>	<b>\$24,337,792.00</b>	<b>\$25,785,000.00</b>

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

Other Operating Expenditures: program services; general administration including fundraising; and office expenses.  
 OTHER REVENUE: Contribution from The Center for Trauma Resilient Communities.

**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		\$0.00

**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
Promise Scholarships	\$78,000.00	\$243,000.00	Foundation Grants, Corporate Partners, Private Donations
	\$78,000.00	\$243,000.00	

**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.**

Bridge Scholarships: City funding will supplement the cost of residential services, programs, and activities provided to children in Crossnore's Campus-Based Foster Care Program.

Thrive Scholarships: City funding will supplement the cost of therapy sessions provided to all children served by Crossnore licensed therapists: children in our Campus-Based Foster Care Program; children in our Community Foster Care Program; community children; and school students who attend the Forsyth County Public Schools that partner with Crossnore.

**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.**

-DSS social workers in the Triad Region who place their county's foster children in our care come to campus on a regular basis to check in with their children and to offer them support.

-Youth Villages works with Crossnore's Project Safe Home initiative serving Crossnore youth at risk of commercial sexual exploitation.

-A host of churches and community-based organizations across the Triad Region work with Crossnore's Winston-Salem Fostering Communities Team to offer support for the children in Crossnore's Campus-Based Foster Care program. This support includes in-kind donations of needed items, taking a cottage out to dinner, holding craft classes with cottages, teaching Crossnore kids how to play a musical instrument, and cooking meals with children in their cottage.

**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.**

In the most recent past, Crossnore has requested City funds to support clients served by our Youth Independent Living Program. The funds requested this year will support our Promise Scholarship Program that represents Crossnore's promise to deliver state-of-the-art services to children and families in western North Carolina. To fulfill this promise, we rely on the generosity and financial support of our donors which is why we are using this opportunity to request City funds for support of our Promise Scholarship Program. This program is one of Crossnore's top funding priorities year-round, and consists of three different scholarships: Bridge Scholarships, Thrive Scholarships, and Discover Scholarships.

Funding from the City in any amount would be put to use immediately supplementing the cost of our Campus-Based Foster Care program and our Therapy Services provided to the Winston-Salem area children we serve.

#### **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.**

Approximately 60% of Crossnore's revenue comes from payments for the services we provide to our clients including Campus-Based Foster Care and outpatient Therapy Services. The majority of our revenue comes from county DSS agencies and Medicaid. The remaining 40% comes from charitable contributions from foundations, corporations, churches, community-based groups, and individuals. Though public dollars fund our basic, day-to-day operating costs, it's private philanthropy that drives the quality programs, activities, and experiences that contribute to the happiness and healing of the children we serve (for example, our Pet Nurturing program, birthday parties, holiday celebrations, and off campus travel). These extracurricular and enrichment opportunities are what make Crossnore a unique place for foster children to live, learn, grow, and thrive.

#### **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.**

Please see our response to the following question, E9.

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

A major organizational challenge, stemming from Covid-19, has been staffing shortages which restrict our capacity to recruit qualified staff and to provide the service levels required for the placement of foster children into our Campus-Based Foster Care program. Recruitment of staff to serve as cottage parents and resident advisors has been especially challenging. Meanwhile, the demand for our services continues to increase. Lower staffing levels impact the number of children we can serve and constrict our access to a primary revenue stream. To address these challenges, we are using intentional and diligent staff recruitment and retention plans.

#### **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:	78000
Number proposed to be served for the year:	265
Average City funds per beneficiary:	294
Proposed funds from all sources:	321000
Number proposed to be served for the year:	265
Average total funds per beneficiary:	1211

## F. Required Documents

Completed by mtountasakis@crossnore.org on 11/15/2022 11:42 AM

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

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## F. Required Documents

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Please provide the following information.

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### Documentation

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

Crossnore Conflict of Interest Policy (adopted 06.03.17).pdf

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

990 form (Crossnore) - FY21.pdf

**Organization By-Laws \*Required**

Organization By Laws.pdf

**Articles of Incorporation \*Required**

Articles of Incorporation.pdf

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

Employee handbook - 2019.pdf

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

Crossnore IRS Determination Letter (05.19.22).pdf

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

Crossnore FY21 audit.pdf

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Crossnore FY20 audit.pdf

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

**\*Required**

NC Secretary of State Results July 2021 page 1.jpg

NC Secretary of State Results July 2021 page 2.jpg

**Other**

HOPE annual report 2021.pdf

Crossnore PQI Report 2021.pdf

## G. Income Based Projects/Services Only

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

Completed by mtountasakis@crossnore.org on 11/16/2022 7:22 AM

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### G. Income Based Projects/Services Only

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\*\* 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 mtountasakis@crossnore.org on 11/16/2022 7:22 AM

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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

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**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 mtountasakis@crossnore.org on 11/16/2022 7:23 AM

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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 mtountasakis@crossnore.org on 11/16/2022 7:23 AM

Case Id: 16173

Name: Crossnore - Promise Scholarship Program - 2022

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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 mtountasakis@crossnore.org on 11/18/2022 4:01 PM*

**Case Id:** 16173

**Name:** Crossnore - Promise Scholarship Program - 2022

**Address:** \*No Address Assigned

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## Submit

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**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.**

Marica Tountasakis

*Electronically signed by mtountasakis@crossnore.org on 11/18/2022 4:01 PM*

# IDIS Setup

No data saved

**Case Id:** 16173

**Name:** Crossnore - Promise Scholarship Program - 2022

**Address:** \*No Address Assigned

---

## IDIS Setup

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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**