

A. Organization & Contact Information

Case Id: 16187
Name: Smart Start of Forsyth County - Pre-K Support -
Address: *No Address Assigned

Completed by marvinf@smartstart-fc.org on 11/18/2022 2:32 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

Smart Start of Forsyth County

A.2. Project/Program

Winston-Salem Pre-K Support

A.3. FY 2023-24 Funding Request Amount

\$350,000.00

A.4. Agency's Total Operating Budget

\$9,445,531.55

A.5. Mailing Address

7820 North Point Blvd 200 Winston-Salem, NC 27106

A.6. Project/Program Location Address

7820 North Point Blvd 200 Winston-Salem, NC 27106

A.7. Organization Website

SmartStart-fc.org

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

1995

A.9. Organization Fiscal Year

July 1, 2022 - June 30, 2023

A.10. Federal Tax ID Number

561899564

A.11. Federal DUNS Number

933556896

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Dr. Louis Finney Jr., President/Chief Executive Officer

A.13. Email

louisf@smartstart-fc.org

A.14. Phone

(336) 813-8251

CONTACT

A.15. Name, Title

Marvin Fulwood

A.16. Email

marvinf@smartstart-fc.org

A.17. Phone

(336) 813-0863

BOARD CHAIR

A.18. Name

Reginald McCaskill

A.19. Term Expiration

09/30/2023

A.20. Email

tworams12c@hotmail.com

A.21. Phone

(336) 416-6775

B. Project Overview

Completed by marvinf@smartstart-fc.org on 11/18/2022 4:28 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, goals/objectives of the project/program?

Smart Start of Forsyth County submits this application to the City of Winston-Salem to provide ongoing assistance to Pre-K classrooms to support disproportionate children/families that are of color and low-income. Since 1994, Smart Start of Forsyth County has been a champion of Early Childhood Education by supporting parents, child care facilities, and educators by directly administering services in-house, and by providing support to local human service agencies to administer services. Parents who seek support in child rearing, locating affordable child care, health intervention, and preparing young children for school can access Smart Start programs in a variety of settings including child care centers, pediatrician offices, and within the home.

Once funded, Smart Start of Forsyth County will provide services/resources to a cohort of North Carolina Pre-K classrooms to ensure high-quality standards and continue to remain open and offset learning loss due to COVID-19 in North Carolina Pre-K classrooms. Ongoing assistance and support will be provided to classrooms with the least amount of resources that serve families of color and/or are low-income. Ongoing services will include providing high-quality coaching and professional development to educators in participating Pre-K classrooms, working relationships with educators and participating Pre-K sites, and refine the Pre-K system by ensuring high-quality education is met by participants. These opportunities will serve as the ultimate goal of providing an exclusive roadmap for upscaling the Pre-K system and resources to the entire City of Winston-Salem.

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

Participating classrooms will be selected based on the proposed service area priorities provided by the City of Winston-Salem serving Pre-K Private sites with three and four year olds. The majority of the classrooms are those with the least resources and provides care for children from marginalized backgrounds and that have lower incomes. Classroom resources and assistance will be based on a location assessment that disproportionately impacted communities are prioritized in the selection process.

The participating classrooms will receive weekly and monthly coaching support to improve classrooms, educators, and teams; to develop technical assistance plans and corrective action plans required by the Division of Child Development and Early Education for the betterment of the quality in classrooms and centers. The technical assistance provided within the coaching support will use evidence-based best practices consistent with the principles of adult learning, and the structure of Smart Start of Forsyth County's Technical Assistance program to promote linkages between the most recent research, theory, and practices while addressing the continuum of children's (infant to school-age) needs. SSFC's Technical Assistance program is also designed to respond to various backgrounds (i.e., cultural, linguistic, and life experiences), and the most current context of early educators' role and professional goals.

SSFC's Teaching and Learning Services scope of work is guided by Smart Start Technical Assistance Guiding Principles and the Guiding Principles for Effective Technical Assistance (2014). Smart Start Technical Assistance Guiding Principles & Guiding Principles for Effective Technical Assistance Coaching practiced are:

1. Relationship-based that benefit from building positive, trusting, and respectful relationships.

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2. Supportive of the reflective processes that early educators (i.e., Head Start/Early Head Start, early intervention and preschool center-based private childcare, family childcare, and preschool and Pre-K programs) need to translate theories and information learned in education and training into best practice.
3. It may include combinations of training, information, resource dissemination, Coaching, and observations.
4. Offer multiple strategies and levels of support to effectively respond to the diverse and unique needs of early educators after offering appropriate type/level of support via pre-assessments.
5. Utilize effective adult learning strategies by fostering active participation through coaching/mentoring, regular self assessment and evaluation of effectiveness, and ongoing feedback/follow-up.
6. Gather meaningful process and outcomes data based on a logical model incorporating evaluation activities to ensure the intended outcomes and impact and improve processes for effectiveness.

NEED (7 POINTS)

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

The unmet needs that this program will address will be equipping early childcare Teachers and Teacher Assistants with key coaching strategies to increase teachers' confidence and instructional ability through impactful coaching with the assistance of a coach/mentor accompanied by a follow-up assessment plan that will allow the Education Success Coaches and Education Manager to track and follow goals and progress to strengthen the quality of education provided to participating three and four year olds in selected classrooms.

The coaching methods includes Practice Based Coaching, Program Administration Scale, and Environment Rating Scales. Research has indicated that these interventions has increased teachers' confidence and instructional ability with the addition of it effectively creating an inclusive, and equitable learning environment for students.

1. Practice-Based Coaching (PBC) - Early educators participating in Practice-Based Coaching will receive a pre- and post- Classroom Environment Scoring System assessment if they complete at least six coaching sessions. The intent is to have at least 70% of the participants complete coaching sessions and demonstrate gains in the instructional support sub-scale's primary domain focus. The six coaching sessions will focus on three domains; however, the Instructional Support domain sub-scales pre- and post- will vary for three and four-year-old early educators based on identified areas for improvement.

<https://eclkc.ohs.acf.hhs.gov/professional-development/article/practice-based-coaching-pbc>

2. Program Administration Scale (PAS) - The Program Administration Scale is a reliable instrument to measure early childhood program administrative practices and leadership. The scale also assesses childcare centers whose administrator participates in Directors Leadership Training. Once the scale is conducted, it looks at program quality from an organizational perspective. The Program Assessment Scale identifies strengths and targets areas of improvement in the center. The cost of training per technical assistance specialist is currently \$2,000. The McCormick Center states, "Enhanced leadership competencies and increased leadership capacity within the early childhood workforce yield sustainable program improvements, which will improve outcomes for children and families for the children and families that our field serves."

<https://mccormickcenter.nl.edu/impact/>

3. Environment Rating Scale - The Environment Rating Scale supports all classrooms, birth through five, in licensed centers in Winston-Salem, NC as written in the childcare rule for use to obtain more points on the center's rated license. The Environment Rating Scale is used to assess classrooms during observation. The Success Education Coaching program requires the use of the environment rating scales for an assessment. A center may apply for coaching support. SSFC (Smart Start of Forsyth County) will use its current certified Teaching Learning Specialist for reliable training for the Environment Rating Scale certification.

https://ncchildcare.ncdhhs.gov/Portals/0/documents/pdf/C/Chapter_9_Child_Care_Rules_July_1_2021.pdf?ver=Fx7aMiOzObz6H

COLLABORATION (6 POINTS)

B.4. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the program.

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How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the project/program?

Collaborative Partners

Smart Start of Forsyth County will provide high quality coaching services and professional development support to:

Bethlehem Community Center,
Childcare Network Kernersville,
Childcare Network Lewisville,
First Baptist Church Kernersville,
Church Childcare Center,
Max Kinder Kollege,
North Point Academy,
Oak Summit Learning Academy,
Quality Education Institute,
TLC Academy, and
selected Family Childcare homes

Collaborative Partner Contribution to planning and implementation

Each collaborative partner identified will contribute by indicating Teacher and Teacher Assistants in need of coaching support and development. Once the collaborative partner has identified SSFC's Education Success Coaches of who is in need of coaching support and development, the Education Success Coaches will be able to implement Classroom Assessment Scoring System, Practice-Based Coaching Administration System, Environment Rating Scales, and Social Emotional/Behavioral Inclusion Support. Ongoing communication with the collaborative partner will keep Smart Start of Forsyth County up to date on each teacher and teacher assistant.

With the implementation of the program, it will impact up to 320 preschool aged children and identify unmet needs across in the community. Through our collaborative partners participation teacher and teacher assistants will receive professional development and coaching which will increase their assessment scores and educational strategies in the classroom.

Positive relations will serve as the foundation for the work with coaches, teacher, and teacher assistants. The positive relationships will help to prepare the teacher and teacher assistants for implementation of quality models in their classrooms and retain feedback for the improvement of their work.

Improved school readiness scores for preparation for kindergarten.

C. Strategy and Performance

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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):

Service Excellence

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.

Assessments used to track participant data:

Smart Start of Forsyth County will utilize assessments and coaching methods such as Classroom Assessment Scoring System, Practice Based Coaching, Program Administration Scale, and Environment Rating Scales to capture relevant data and statistics and report on key performance indicators to identify the reliability and effectiveness of each intervention.

Key Reports and Frequencies:

SSFC will conduct the the pre- Classroom Assessment Scoring System for each participating classroom within the first

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6-months of the program. After conducting the pre- CLASS assessments, SSFC will follow-up at the mid-year period to coordinate the next CLASS assessment. SSFC Education Success coaches will coordinate a post- assessment at the end of the year for final scoring metrics and data.

SSFC will provide Practice-Based Coaching to all participants within the first 6-months of implementation of the program and ensure they will complete at least six coaching sessions to demonstrate gains in the primary domain focus and instructional support sub-scale.

The Education Success Coaches will administer the Program Administration Scale in the key identified areas needed for support within the 12-months of implementation of the program. The Program Administration Scale will provide one-on-one support with the Teacher and Teacher Assistants.

SSFC's Education Success Coaches will implement the (Conscious Discipline) Social Emotional/Behavioral and Inclusion Support into the program by providing monthly trainings for the Teachers and Teacher Assistant. There will be a pre- and post- assessment completed to ensure each teacher and teacher assistant has been provided the support needed.

Environment Rating Scales Assessments will be provided to the participating classrooms with a pre- and post- Assessment at the beginning and end of each reporting year.

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

Smart Start of Forsyth County will ensure each Teacher and Teacher Assistant receive continuous coaching support and professional development. SSFC will have (2) FTE Education Success Coaches to document and track all data collected to effectively provide updates to every participant in the program. To ensure steps are taken to meet program goals, the Education Manager will conduct an analysis with the 20 participating classrooms to identify if they received effective services by the Education Success Coaches. After conducting the analysis SSFC's Education Manager and Success Coaches will prioritize providing coaching support and professional development to classrooms that need updated assessments or support. Each quarter the Education Manager and Education Success Coaches will meet to discuss needed classroom support and assistance to ensure we can continue this program for future educators.

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
Implement Practice-Based Coaching for Teachers and Teachers Assistants	Early educators participating in Practice-Based Coaching will receive a pre- and post-Classroom	Worked with 5 pre-k classrooms; met the benchmark for the year.	The intent is to have all participants complete at least six coaching sessions and demonstrate gains in the	Will work with 20 participating classrooms to identify if they need updated Practice-Based Coaching; will

	Assessment Scoring System assessment if they complete at least six coaching sessions.		instructional support sub-scale's primary domain focus.	provide coaching if classrooms are identified as ones that need updates.
Utilize the Program Administration Scale for educators	The Program Administration Scale is a reliable instrument that will be used to measure the early programs' administrative practices and leadership. The scale will assess childcare centers whose administrator participates in Directors Leadership Institute. Once the scale is conducted, it will look at program quality from an organizational perspective.	Completed the Program Administration Scale in 3 classrooms that needed the assessment; met deliverables for the year.	Work with all participating sites; 100% participation from participating sites.	SSFC will work with all 20 participating classrooms to assess if they need Program Administration Scale updates. SSFC will provide Program Administration Scale to classrooms that has identified they need updates.
Provide Environment Rating Scales Assessment for Educators	The Environment Rating Scale will be used to assess the quality of classrooms during observation. The Success Education Coaching program requires the use of the environment rating scales for an assessment before a center may apply for coaching support. SSFC (Smart Start of Forsyth County) will use the certified Education Success Coaches to provide reliable training for the	Provided the Environment Rating Scales Assessment to 8 classrooms that needed the assessment.	Work with all sites and follow-up as needed on Environment Rating Scales and observations; 100% participation from 20 participating classrooms with the North Carolina Pre-K Program.	SSFC will follow up with all participants quarterly to ensure observations are completed effectively.

	Environment Rating Scale certifications.			
Coordinate Social-Emotional/Behavioral and Inclusion Support Course Trainings	Teachers will receive support based on their area of need (e.g., observations, one-on-one conferencing, etc.) to reflect how teaching practices impact children's classroom behavior. In-service training will be offered three times a year on topics including, but not limited to: Universal and Targeted Classroom Practices, Social-Emotional Development, Conscious Discipline Implementation, Addressing Challenging Behaviors, Trauma-Informed Teaching Practices, and Effective Teacher-Child Interactions.	Provided (6) Social-Emotional/Behavioral and Inclusion trainings; Completed in-person support (2) child care sites.	Will offer pre- and post- assessments at the beginning and end of report year. SSFC will offer training and professional development on relevant topics to provide support for teacher and teacher assistants.	Following the first assessment, SSFC will conduct analysis to identify relevant topics for professional development for participating teacher and teacher assistant. SSFC will coordinate pre- and post- assessments each year for teacher and teacher assistants.
Introduce Classroom Assessment Scoring System (CLASS) to educators	The Classroom Assessment Scoring System will be used to define and improve teacher practices and help increase children's potential for learning. Classroom Assessment Scoring System will also support Practice Based Coaching classrooms and	Provide coaching and CLASS assessments to 13 child care sites.	Conduct pre-CLASS Assessment within the first 6-months to all participating classrooms, follow-up mid-year, and end of year for metrics and data.	SSFC's Education Success Coaches will follow-up with all 20 participating classrooms; to identify if they need updated Classroom Assessment Scoring System.

	Making Most of Classroom Interactions classrooms.			
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	Total Unduplicated Number Served	Total Number Served
FY 21-22 Previous Years Results	49	108
FY22-23 Current Year Projected Results	70	0
FY 23-24 Next Year Anticipated Results	85	0

C.6. FY 21-22 Program Accomplishments

In the Fiscal Year of 2021-22 was able to conducted child care provider training and coaching support to 108 early educators in the City of Winston-Salem. These trainings and coaching support seminars established new learning environments and tools each educator could take back to their respected classroom and implement effectively. With these 108 early educators, SSFC provided 58 trainings on Trauma-Informed Services, Conscious Discipline, Environment Rating Scales, and Playground Safety. As Smart Start continues to establish and forge relationships with North Carolina Pre-K classrooms and early care sites, we continue to provide more trainings and assessments for sites that are in desperate need of our assistance.

C.7. FY 22-23 Key Objectives

One of SSFC's key objectives is to increase visibility and assistance in more private childcare classrooms that has the North Carolina Pre-K Program. With this SSFC will be able apply more coaching support and professional development to improve metrics. These objectives will aim to focus on more quality in the participating North Carolina Pre-K sites by ensuring each teacher and teacher assistant receives the needed assessments. With the implementation of this project SSFC will increase support in coaching and professional development by 25% by providing 2 FTE Education Success Coaches for the program.

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?

Since 1994, the mission of Smart Start of Forsyth County is to promote equitable access to quality, comprehensive early childhood development and education in response to the needs of our community. Our vision is that we have an equitable early childhood system that fosters an environment for learning, growing, developing and succeeding. We deliver comprehensive child development services to young children with significant and complex issues, especially for the underserved, low-income families.

Smart Start programs and services target young children birth through five years of age in Winston-Salem and their families. Smart Start legislation provides funds to be allocated locally to address the assessed needs of young children. Local partnerships should address the needs of both young children below poverty level who remain in the home, as well as the needs of young children below poverty who require services beyond those offered in child care settings.

Our key program areas are:

- 1) Early Care and Education,
- 2) Family Engagement,
- 3) Preventative Health,
- 4) Community Outreach & Awareness,
- 5) Adverse Childhood Experiences Counseling,
- 6) Program Coordination, Monitoring,
- 7) Training and Technical Assistance, and
- 8) Education Coaching

This proposed project will provide continuing support to Pre-K Teacher and Teacher Assistants by giving exclusive access to quality care and education by enhancing their teaching strategies and assets. As Smart Start of Forsyth County mission is to promote equitable access to quality, comprehensive early childhood development and education in response to the needs of our community; SSFC acknowledges that there is a need to ensure we keep our qualified educators in the classroom by providing supportive assets to increase their knowledge and confidence in the classroom.

FUNCTION (5 POINTS)

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

28 years

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

For 28 years, Smart Start has been the largest funder of early care and education services in Winston-Salem. It is

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responsible for the assurance that Winton-Salem children and their families have high-quality early care and education services in their childcare centers. SSFC is also the funder for the state's North Carolina Pre-Kindergarten program and childcare subsidies for low-income parents in Winton-Salem. Smart Start of Forsyth County provides 3.4 Million Dollars in funding for Childcare Scholarships to support low-income families in Winston-Salem. SSFC also provides 725 North Carolina Pre-K slots to families in the City of Winston-Salem. SSFC provides Family Engagement and Adverse Child Experiences Counseling to over 100 families living in Winston-Salem. SSFC has continue to provide childcare and family support to over 13,000 children, families, and childcare providers in Winston-Salem and has continued to provide support to this date. The City of Winston-Salem and its' citizens can use SSFC as a reliable source and outlet to provide the various services on top of the proposed project for Teachers and Teacher's Assistants. These additional sources include:

1. Free Early Literacy Accessibility through our Dolly Parton Imagination Library,
2. Family Support through our Child Care Scholarships/Subsidies Program,
3. Family Engagement and Adverse Childhood Experiences Program,
4. Preventative Health utilizing our Child Care Health Consolation Services, and
5. Diaper and Feminine Products accessibility by using our Diaper Bank

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
Director of Children and Family Services	Weekly meetings with North Carolina Pre-K sites on registrations, attendance, and local-state-federal updates.	5	10.00 %
Education Manager	Will be key personnel working with team to provide ongoing coaching support and professional development.	10	20.00 %
(2) Education Success Coaches	Weekly and Monthly assessments with Teachers and Teachers Assistants	40	100.00 %

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
Dr. Louis Finney Jr.	Chief Executive Officer	\$124,000.00	0.00 %
Tabitha McAllister	Chief Program Officer	\$86,000.00	0.00 %
Elizabeth Wallace	Chief Finance Officer	\$85,000.00	0.00 %
Garet Beane	Chief Strategy Officer	\$72,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

updated_ORGCHART1114.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:

SSFC's Equal Employment Opportunity: To provide equal employment and advancement opportunities to all individuals, employment decisions at SSFC will be based on merit, qualifications, and abilities. SSFC does not discriminate in employment opportunities or practice based on race, color, religion, sex,sexual orientation,gender identity, national origin, age, disability,or any other characteristic protected by law.Employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor, HR/Finance Coordinatoror the ChiefExecutive Officer. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination is subject to disciplinary action, up to and including termination of employment.

SSFC's Disability Accommodation: SSFC is committed to complying fully with the Americans with Disabilities Act (ADA) and providing equal opportunity in employment for qualified persons with disabilities. Hiring procedures have been reviewed and provide persons with disabilities meaningful employment opportunities. Pre-employment inquiries are made only regarding an applicant's ability to perform the duties of their position.Reasonable accommodation is available to all disabled employees, where their disability affects the performance of position functions. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as in position assignments, classifications, organizational structures, position descriptions, and lines of progression. Leaves of all types will be available to all employees on an equal basis.Qualified employees may submit a formal written request for reasonable accommodations to the Chief Executive Officerfor approval. This policy is neither exhaustive nor exclusive. SSFC is committed to taking all actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local laws.

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	1	1		1	1	
Professionals	2	2		3	3	
Technicians	1			3	2	1
Office/Clerical						1
Laborers/Service Workers						1
Total Full-Time	4	3	0	7	6	3

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						
Professionals					1	
Technicians						
Office/Clerical						
Laborers/Service Workers						
Total Part-Time/Temp	0	0	0	0	1	0

D.8.

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

Board Composition 22-23.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

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.

SSFC will utilize a phased approach to successfully implement this program. Some components of the implementation plan will use a phased approach, whereas, before the award, key identified positions, marketing, community education, and some administrative functions would occur. First Phase: SSFC will first coordinate the hiring of the (2) Education Success Coaches to get them up to speed on the identified childcare classrooms who are in need of services. Second Phase: (2) Education Success coaches will collectively split up and prioritize each childcare classrooms and decipher which site needs updated coaching support and professional development to meet requirements. Third Phase: The (2) Education Success Coaches will begin coaching support and professional development within the first 6-months of the program to all participating 20 classrooms. Fourth Phase: Within 12-months of the program the (1) Education Manager and (2) Education Success Coaches will coordinate a meeting to discuss and evaluate which classrooms (if any) did not receive all indicated professional development and coaching support. Once these classrooms, teachers, and teacher assistants are identified, the Education Success Coaches will coordinate with each participant to have their assessments and support updated.

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?

Like many industries and organizations, COVID-19 devastated North Carolina's childcare industry. The lack of sufficient public investment forced childcare programs, educators, and families into a series of impossible choices with heartbreaking consequences. Childcare providers stepped up to stay open – often at considerable loss – to support essential workers and working families during this hazardous time. Smart Start of Forsyth County remained open in order to support childcare providers, centers, children, and families in the City of Winston-Salem. COVID-19 made it extremely difficult for educators to remain in the profession by many of them losing their jobs due to insufficient support.

According to the North Carolina Early Education Association there are currently 135,000 children attending licensed childcare programs, which is just 55% of the number of children attending pre-COVID. Childcare teachers are the workforce behind the workforce. Many of the Teachers and Teacher Assistants are now seeking additional support and coaching to ensure they are kept up-to-date with state and local requirements. It is Smart Start of Forsyth County's top priority to continue supporting Teachers and Teacher Assistants by providing coaching support and

professional development to ensure we retain them for better opportunities for our young children in the City of Winston-Salem. Through the COVID-19 pandemic, SSFC adopted new philosophies and practices to ensure our educators were up-to-date on trainings and star ratings. By implementing new technology and software processes, our teams were able to conduct trainings and technical assistance for child care facilities despite the impacts of COVID-19. Even with decreased enrollment rates, SSFC was still able to make progress with childcare facilities.

Using these adopted methodologies, SSFC will be able to piece together more efforts including face-to-face and on-site visits; as well as doing hybrid coaching support sessions. These practices will not only increase the relationship with these childcare classrooms, but will also increase reliability and sustainability in educators and their classrooms. Successfully coordinating hybrid meetings will provide time for the Education Success Coaches and educators to exclusively look at newer practices that the Teacher and Teacher Assistants can add to their plans.

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)?

SSFC Equity Statement

Smart Start of Forsyth County is a workplace/organization committed to reflect the communities we serve and where everyone feels empowered and supported. We are an equal opportunity employer to people of all races, ethnicities, cultures, religions, genders, sexual orientations, gender identities or expressions, abilities, incomes, education levels, marital statuses, ages, geographic locations, philosophies, and military or veteran statuses in all levels of staff and governance. We are committed to providing a diverse and inclusive work environment that fosters fairness, equity, and mutual respect that is free from discrimination, bullying, harassment, vilification, and victimization.

We strive to:

- ☑ foster a culture which values and responds to the rich diversity of its employees
- ☑ provide an inclusive, supportive and flexible environment for employees by identifying and removing any systemic barriers to equitable access, participation, and progression in employment so that all employees have the opportunity to fully contribute to the organization
- ☑ ensure that employees are aware of their rights and their responsibilities as members of the organization
- ☑ use non-discriminatory, inclusive language and practices
- ☑ develop proactive plans and programs to increase access and promote success in employment for designated underrepresented groups in order to overcome disadvantage
- ☑ ensure that all employees have fair access to services (e.g., childcare) in an equitable manner
- ☑ educate the organization’s community on the goals and philosophy of equal opportunity, equity and social justice
- ☑ develop and promote processes that support the systematic implementation, evaluation, reporting and management of equitable processes and eliminate discrimination, harassment, and workplace bullying
- ☑ focus on the impact of our behaviors rather than intentions
- ☑ own and repair inevitable patterns of implicit biases (i.e., all isms)

Supervisors are responsible for taking steps to ensure that the work environment is safe, inclusive, and free from discrimination, bullying, victimization, vilification, and harassment by themselves and others.

The board will cultivate an inclusive and equitable culture that ensures all members are encouraged to bring their perspectives, identity, and experiences to their board service. An inclusive and equitable board culture welcomes and celebrates differences and ensures all board members are equally engaged and invested, sharing power and responsibility for the organizations’ mission, goals, and objective.

E. Cost Effectiveness

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

Completed by marvinf@smartstart-fc.org on 11/18/2022 1:46 PM

Address: *No Address Assigned

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	\$9,298,193.00	\$11,048,275.00	\$11,698,275.00
Fundraising	\$49,250.00	\$49,250.00	\$49,250.00
Management and General	\$345,057.00	\$444,975.00	\$444,977.00
Total Expenditures by Program	\$9,692,500.00	\$11,542,500.00	\$12,192,502.00

Expenditures by Category	Budgeted FY 22-23	Projected Actuals FY 22-23	Proposed Budget FY 23-24
Employee Salaries and Wages	\$1,701,901.00	\$2,026,741.00	\$2,140,875.00
Employee Benefits	\$916,568.00	\$1,091,512.00	\$1,152,980.00
Facility Rent and Utilities	\$184,680.00	\$219,929.00	\$232,315.00
Training and Conference Registration	\$39,234.00	\$46,722.00	\$49,354.00
Membership and Dues	\$7,800.00	\$9,288.00	\$9,812.00
Travel and Transportation	\$21,045.00	\$25,061.00	\$26,473.00
Grants to Individuals and Organizations	\$6,539,842.00	\$7,788,102.00	\$8,226,673.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$96,022.00	\$114,349.00	\$120,789.00
Other Operating Expenditures	\$185,408.00	\$220,796.00	\$233,231.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$9,692,500.00	\$11,542,500.00	\$12,192,502.00

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	\$325,000.00
Forsyth County	\$0.00	\$1,850,000.00	\$1,850,000.00
State of North Carolina	\$9,513,200.00	\$9,433,200.00	\$9,797,502.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$0.00	\$0.00	\$0.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$0.00	\$30,000.00	\$40,000.00
Foundation Grants	\$179,300.00	\$229,300.00	\$180,000.00
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	\$9,692,500.00	\$11,542,500.00	\$12,192,502.00

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

Other operating expenditures will include office supplies, mis. board of directors expenses, and computer hardware/software.

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
2021	Social Justice	\$20,000.00

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
(2) FTE Success Education Coaches, (1) Part-time Education Manager	\$99,000.00	\$0.00	
Employee Benefits	\$27,720.00	\$0.00	
Rent and Utilities	\$15,936.00	\$0.00	
Memberships and Dues	\$3,774.00	\$0.00	
Travel	\$2,500.00	\$0.00	
Training and Conference Registration	\$2,500.00	\$0.00	
Equipment and Other Capital	\$1,445.00	\$0.00	
Materials and Supplies	\$1,550.00	\$0.00	
Advertisement and Marketing	\$5,500.00	\$0.00	
Direct Administration	\$15,075.00	\$0.00	
	\$175,000.00	\$0.00	

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.

- Employee salaries and benefits: Employee salaries/wages, payroll taxes costs for 2.3 Full-time equivalent (FTE) is

2,080 hours per year responsible for coaching, administering and leading the program.

- Rent and Utilities to support 2.3 Full-time equivalent (FTE)
- Training and Conference Registration: Costs for employee training on the assessments tools and curriculum for (5) FTEs to measure the program and training related to best practices for coaching.
- 2 Full-time employees traveling an average of 2000 miles each to travel throughout the city. Travel costs shall be at the State of North Carolina State Rates.
- office supplies and materials used to support the work of (2.3) FTE. Printing, binding, copying costs for internal-use items.
- Cost of advertising for recruitment of employees and advertising /publicizing direct services to the community related to the program

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.

Smart Start of Forsyth County does not have another stakeholder or agency providing assistance with any particular aspect of this program.

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 recent years, Smart Start of Forsyth County applied for \$20,000 in Social Justice funds from the City of Winston-Salem to provide an opportunity for Minority Women to open up their own Family Childcare Business.

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.

In order to continue sustainability of this program, Smart Start of Forsyth County will provide real-time and evidence-based statistics to the City of Winston-Salem to report on successes and deliverables. Smart Start of Forsyth County's Education Manager and Education Success Coaches will work closely with each participating classroom to ensure that each teacher and teacher assistant receives the coaching support and professional development as needed. In order to continue sustainability, SSFC's Education Success Coaches will monitor and collect assessment scores for teacher's and teacher assistant's filing and report on increase of participation to continue funding following the propose program. SSFC will not utilized any other source to leverage funding if this program is supported by the City of Winston-Salem.

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.

Smart Start of Forsyth County's implementation on this program does not not expect any programmatic barriers to ensure this is successful. SSFC's implementation plan will ensure each phase and step is completed successfully.

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

Smart Start of Forsyth County does not anticipate any immediate institutional barriers that will prevent this program from successfully being implemented.

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:	\$350,000
Number proposed to be served for the year:	(20) Teachers and (20) Teachers Assistants
Average City funds per beneficiary:	\$69,532 to support 2.3 Full-Time Employees
Proposed funds from all sources:	\$350,000
Number proposed to be served for the year:	(20) Teachers and (20) Teachers Assistants
Average total funds per beneficiary:	\$69,532 to support 2.3 Full-Time Employees

F. Required Documents

Completed by marvinf@smartstart-fc.org on 11/14/2022 11:30 AM

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

Code of Conduct/Conflict of Interest Policy *Required

COI_2022.pdf

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

2020_990.pdf

Organization By-Laws *Required

UPDATED_Bylaws - signed.pdf

Articles of Incorporation *Required

7845059-LetterOfDetermination.pdf

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

Employee Handbook.pdf

SSFC_AntiDiscrimination.pdf

SSFC_Procurement_Fiscal.pdf

IRS 501(c)3 Designation Letter *Required

7845059-LetterOfDetermination.pdf

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

7. SSFC Audit Report Final 2019.pdf

AUDIT_2020.pdf

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

***Required**

Solicitation License.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

Address: *No Address Assigned

Completed by marvinf@smartstart-fc.org on 11/18/2022 2:30 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	22
31% to 50% of median	14
51% to 80% of median	4
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

Performance Objective: To ensure that Coaching Support and Professional Development is provided and increases the quality of early learning experiences provided to young children in Winston-Salem through evidence-based and evidence-informed coaching support and professional development.

OPERATIONAL PROCEDURES:

Eligibility

1. Must be Temporary, G.S.G.S.G.S.G.S. 110-106, one-, two-, three-, or four-star childcare center and selected family childcare homes are eligible to apply for participation in coaching support and professional development.
2. Must be willing to apply for a higher star-rated license during the Quality Improvement Program Year.
3. Must enroll or communicate their willingness to register subsidized children to participate in the Quality Improvement Program.
4. Must not be undergoing abuse, neglect, or maltreatment investigations by the Division of Child Development and Early Education (D.C.D.E.E.D.C.D.E.E.) and the Department of Social Services.

Enrollment Application Process

1. An enrollment application and letter will be sent to anticipated participants in the program including private childcare centers and selected family childcare homes.
2. There will be a deadline for the submission of all enrollment applications. Completed applications will be date stamped, upon receipt and applications received after the deadline will be placed on the waitlist.
3. Enrollment applications must be submitted with the following documentation:
 - Copy of Rated License
 - Letter of Compliance (G.S.G.S.G.S.G.S. 110-1-6, Faith-Based)

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- Most recent compliance history
- Copy of Turn-Around Form (current number of vouchers, children receiving a subsidy/scholarship funds from Dept. of Social Services or other agency)
- Current Sanitation Certificate (rating of 75% or better)
- Pre-Contract Information Form for the authorized signatory of the contract between Smart Start of Forsyth County and the childcare facility/center
- After receipt of the Enrollment Application with additional documents, the Education Success Coaches will include a copy of the license data from the Department of Child Development Early Education website for centers participating in the Quality Improvement Program to verify the childcare center's status.
- Once eligibility determination has been made, the selection of applicants will be conducted.

The Education Success Coaches will collaborate to improve the quality of care in the childcare center, provide professional development, coaching, and planning to achieve a higher star rating and reach goals that will enhance or improve center operations. Education Success Coaches will administer Environment Rating Scales, CLASS, and Trauma-Informed Services to classrooms. The Pre-Environment Rating Scale Assessment will start the coaching support process. The Education Success Coaches will lead hybrid (virtual and on-site) workshops for Teacher and Teacher Assistants to provide professional development days as staff are available. The center's required documents will be secured and placed in the management notebook for review before classroom orders being placed. Education Success Coaches may provide assistance to center staff in creating a Professional Development Plan. Teaching and Learning Specialists will review each assessment provided and plan with each Teacher and Teacher Assistant on continuing their coaching support and professional development for sustainability.

H. Construction/Rehab Only

Completed by marvinf@smartstart-fc.org on 11/18/2022 2:30 PM

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

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 marvinf@smartstart-fc.org on 11/18/2022 2:30 PM

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

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 marvinf@smartstart-fc.org on 11/18/2022 2:30 PM

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

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 marvinf@smartstart-fc.org on 11/18/2022 4:49 PM

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

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.

Marvin Jaren Fulwood III

Electronically signed by marvinf@smartstart-fc.org on 11/18/2022 4:49 PM

IDIS Setup

No data saved

Case Id: 16187

Name: Smart Start of Forsyth County - Pre-K Support -

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