

A. Organization & Contact Information

Case Id: 14711
Name: LEAD Girls - 2022/23
Address: *No Address Assigned

Completed by info@leadgirls.org on 12/24/2021 10:52 AM

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

LEAD Girls of NC Inc.

A.2. Project/Program

LEAD Girls

A.3. FY 2022-23 Funding Request Amount

\$10,000.00

A.4. Agency's Total Operating Budget

\$433,279.00

A.5. Mailing Address

500 W. 4th Street Suite 203B WINSTON SALEM, NC 27101

A.6. Project/Program Location Address

500 W. 4th Street Suite 203B Winston-Salem, NC 27101

A.7. Organization Website

www.leadgirls.org

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

2017

A.9. Organization Fiscal Year

01/01 - 12/31

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Joy Nelson Thomas, Executive Director

A.13. Email

joy@leadgirls.org

A.14. Phone

(336) 893-5755

CONTACT

A.15. Name, Title

Joy Nelson Thomas, Executive Director

A.16. Email

hello@leadgirls.org

A.17. Phone

(336) 893-5755

BOARD CHAIR

A.18. Name

Amanda Hughes

A.19. Term Expiration

12/31/2024

A.20. Email

amanda@leadgirls.org

A.21. Phone

(336) 971-5858

B. Project Overview

Completed by info@leadgirls.org on 12/24/2021 10:56 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

Address: *No Address Assigned

B. Project Overview

Please provide the following information.

APPROACH (7 POINTS)

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

Learning Everyday Accomplishing Dreams (LEAD) Girls of NC provides innovative leadership and personal development programming for girls ages 9-16 in Forsyth County. We give girls the foundation they need to find their voices to counter bullying and challenge peer pressure, avoid risk behaviors such as smoking, dropping out of school and teen pregnancy, and lead them to chart a positive course for their futures. We offer a structured series of 45 minute to one-hour workshops hosted during elective periods at partner schools, as well as community-based programs with workshops that meet after school and/or on Saturday mornings. We also host regular STEM Exploration Days for our girls, Summer Park Pop Ups and a fall leadership expo for girls and their parents/guardians as well as an annual LEAD fashion entrepreneurs summer camp.

In 2021, we served 286 girls from 41 schools with two pilot programs beginning at Cook Literacy Model School and Carver High School as well as programs with middle school girls. In 2022, additional in-school programs are planned for Kimberley Park Elementary and Flat Rock Middle School, and hopefully Paisley Middle School.

As the framework for our program workshops, we use an evidence-based model called One Circle Foundation curriculum which is recognized for its effectiveness by the U.S. Office of Juvenile Justice Programs, U.S. Substance Abuse and Mental Health Services Administration, and the Centers for Disease Control and Prevention. The curriculum reflects LEAD Girls' core fundamentals and engages girls in communications-based and leadership development activities throughout the multi-session workshop program. Our program comprises a series of group meetings that are conversation-focused and activity-driven. Workshops include group discussions, introspective journaling, thought-provoking dialogue and hands-on service projects to drive girls forward in their personal development.

Our 2022 program and organization goals are: 1) to recruit 350 girls ages 9 to 16 from Forsyth County to participate in LEAD Girls; 2) to continue to explore - and expand - how we can best serve elementary aged girls in LEAD Girls by completing our pilot program at Cook Literacy Model School and making it ongoing; 3) to expand our school partnership network with a new elementary or middle school that hosts our in-school workshops; 4) to introduce all girls to STEM careers and provide hands-on experiments throughout the year.

We are requesting \$10,000 in City funds, which will be used to support program operations, specifically for personnel (\$6,000), our Community LEAD program (\$2,500); and an annual financial review (\$1,500). Personnel funding will cover 3% of the salary of our Executive Director (\$2,000), who oversees all aspects of planning, growth, and new partnerships, and 9% of the salary of our Director of Programs (\$4,000), who serves as the LEAD Girls' workshop facilitator responsible for planning our workshops in schools and in the community. Funds for the community program will allow us to reach girls who have been referred by local counseling centers, attend other Title I schools, are homeschooled, or served by Forsyth Co. Dept. of Social Services. Financial review services will support the organization's growth and our

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commitment to be transparent with responsible fiscal operations, as we conduct our annual third-party financial review.

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

To become a program participant, girls and their parents/guardians complete a program application and age-eligible girls (age 9 to 16) are accepted on a first-come basis. Most girls who participate in school-based programs are referred by a school counselor, teacher or administrator, while those who participate in our community-based programs learn about LEAD at their middle school or through our extensive community outreach efforts. We typically serve no more than 20 to 25 girls per workshop session to ensure every girl receives the attention she needs to participate actively and fully. Each LEAD Girls leadership program meets 8 to 10 times over the course of the semester and follows an evidence-based program curriculum designed to build leadership and personal development skills that girls can use now and throughout their lives to make smarter choices, develop self-reliance and accountability. Our girls receive 30 support hours each semester (at least!) and we have a trained counselor on staff to serve as a resource and to make connections to our city/county resources for our girls and their parents/guardians as needed. By attending sessions, our girls will have a beneficial outcome from participating and learning important tools for a successful future.

Girls participate in our curriculum and build leadership, academic skills, and personal development skills that they can use now and throughout their lives. LEAD has five years of experience working extensively with girls facing poverty and other barriers to achievement, both in school and in the community. Over 650 girls have already completed our program. We have a district-wide partnership with Winston Salem Forsyth County School District. Currently we partner with Wiley Middle School and Mineral Springs Middle School to provide in-school programs. We specifically target middle school aged-girls due to the critical role of middle school in predicting high school graduation. According to the National Education Association, students in middle school often begin to show warning signs of dropping out, such as changes in school attendance, behavior, and achievement. Research has identified the critical role of middle-school interventions to keep students interested and engaged.

In the spring of 2021, we expanded our outreach with two pilot programs at Cook Literacy Model School (with fourth and fifth graders) and at Carver High School (with ninth graders). Our program is facilitated in schools and environments where peer-to-peer learning is encouraged and where girls can create a safe space for sharing. Middle school girls who do not attend schools where our in-school programming is held attend our Community LEAD program. Our programs offer a variety of sessions that encourage and support the girls to feel confident stepping outside of their comfort zone.

In addition, we host a Leadership Expo annually that girls can attend at no cost. This daylong event features a well-known author of color along with session topics that will help to motivate our girls. We also continue to introduce STEM activities, giving our girls a chance to explore the sciences and the dream of being inventors.

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

LEAD's target population is preteen girls, ages 9 - 16 years old. We work primarily with girls from low-income households. The overwhelming majority of our participants (92%) meet the income eligibility requirements for free school lunch. 93% of the girls we serve are of African American and Hispanic heritage. Girls living in poverty face daunting barriers to success: they are more likely to quit school, experience teen pregnancy, develop a substance addiction and more often than not, find themselves trapped in a generational cycle of poverty. While this is true for all girls raised in poverty, it is especially true for minority girls—including the thousands of girls in Winston-Salem.

According to The Women's Fund's "Through a Gender Lens: The Economic Security of Women and Girls in Forsyth County in 2020," children have higher income insufficiency rates than adults. 34% of residents in Forsyth County are income insufficient (a rate that is three times the national average of 10.5%). 50% of female children live in these

households. Black and Latina adults and children are disproportionately affected with income insufficiency rates twice those of White adults and children. Latina and Black female children had similar rates of living in areas of concentrated poverty (16% and 15%, respectively), and these rates were much higher than those of White female children (1%).

Engaging girls in leadership development as they are maturing into young women has been proven to help girls find their voices, avoid risk behaviors, and chart a different course for their futures. LEAD Girls transforms girls' lives. We give them the foundation they need to recognize their worth, cultivate and trust their decision-making abilities, and find their voices to counter bullying and challenge peer pressure. With our help, girls are empowered to avoid risk behaviors such as smoking, dropping out of school and teen pregnancy, so they can chart a positive course for their futures.

In the spring of 2021, after serving only Forsyth County middle schools for five years, we expanded to include two pilot programs at Carver High School and Cook Literacy Model School. We have seen tremendous results after participation in LEAD Girls, and in 2021, found that 95% of our girls reported they are thinking about their future career/life, with a 23% increase in our middle school girls having a positive attitude toward themselves after completing our workshops.

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?

One of our taglines is "it takes a village," and we have great partners in our community. We know by working together, we will make a deeper impact. We have established a district-wide partnership with the Winston-Salem/Forsyth County School District who allow us on campus to have our programs in person with our girls (when it's safe). We also collaborate with Title I schools as well as other nonprofits and businesses to recruit participants for our workshops, summer camp, and Expo. Our collaborative relationships enhance our work and offer specialized learning opportunities for our girls, adding to our success rate and ability to successfully operate the workshops and our other programming

We work with HanesBrands, Goodwill, and Winston-Salem Fashion Week annually to support our Summer Fashion Entrepreneurs Camp. We have worked with Sawtooth School of Visual Art to provide exposure for our girls to artwork and art camps and worked with Reynolda House Museum and Gardens to host our girls and their families on a tour of the gardens this past June. We also created a partnership this year with the Committees overseeing the revitalization of the Boston Thurmond neighborhood. We also work with the community to lead select workshops, such as financial smarts for girls, STEM activities, and career exploration.

Forsyth Tech and Salem College have hosted our Expo and provided volunteers, along with Wake and WSSU. Having volunteers closer to the girls' ages helps us greatly! We are also exploring a scholarship opportunity with Forsyth Tech for our girls at Carver High School and will work with Crosby Scholars. In addition, Allegacy Credit Union annually works to provide human resources training for our staff and to review our staff handbook and procedures.

LEAD's collaboration with FCDSS was formed in 2019 and is supported by a service provider contract that refers age-eligible FCDSS consumers to LEAD for our Saturday workshop programs. In 2019, we collaborated extensively with Wake Forest Women Lead, a volunteer group of students who served as reading partners and mentors in our literacy program at Winston-Salem Preparatory. In 2019, we also formed an ongoing referral partnership with Novant Today's Pediatrics/OB-GYN and Forsyth Connects, to refer girls to our community-based programs. While in-person volunteerism obviously slowed in 2020 and 2021 due to the pandemic restrictions, we are beginning conversations for 2022 and re-thinking our volunteer needs.

C. Strategy and Performance

Completed by info@leadgirls.org on 12/24/2021 11:01 AM

Case Id: 14711

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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):

Livable Neighborhoods

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.

We use a combination of low-tech and high-tech tools working together to track participant and program data. In every workshop we utilize a simple attendance sheet to record participants' attendance, then capture that attendance data in our database (an online third-party electronic database). Our participant surveys are administered using SurveyMonkey, a leading survey administration tools. Thanks to a grant in 2019 from the Wake Forest Clinical and Translational Science Institute (CTSI) to support our program evaluation, we moved to electronic surveys and capturing data on mobile devices/tablets.

We conduct pre- and post-testing of our program participants to determine the impact of the program and to help determine any changes we need to make. We survey parents and schools to collect program input and feedback, and

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we assess our progress toward annual goals on a monthly and quarterly basis, including quarterly and/or biannual reporting as required by our funders. Using this quantitative and qualitative information, we can make corrective actions to address any shortfalls or areas where we are experiencing challenges.

We determine project success by short-term and long-term measures. Currently, to assess the short-term impact, we have verbal check-ins with each individual participant. Long-term, our girls complete the pre and post evaluation surveys immediately after the completion of the Fall/Winter and spring workshop sessions. Surveys conducted with girls and their parents/guardians allow us to assess retention of the fundamentals taught in workshop sessions and any personal behavioral changes resulting from what was learned.

In 2018, we developed a team of researchers who assessed our data collection and determined a need for expanding the data we collect during pre and post evaluation, beginning with the Fall 2018 participant cohort. Our contracted researcher oversees data collection and is responsible for impact assessment of LEAD Girls programs.

We produce participant satisfaction reports following the collection and analysis of participant feedback in the Fall and Spring, as well as after our Expo and Summer Camp, creating a year-end annual report of participant satisfaction and a program impact report that examines and highlights program performance, measuring annual outcomes and results against annual program goals and objectives. Our results are shared with our leadership team, our program partners, funders and made public in our "one pager" report of our year in review at our Soiree where we celebrate our girls' accomplishments.

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

Because we conduct program evaluations mid-year, review our milestones achievements monthly and quarterly, and monitor our ongoing progress toward achieving annual goals on a monthly basis, we are able to quickly identify any areas of concern and make adjustments before annual targets are missed or unmet. In the event that our original goals for the project are not being met, we identify the challenges, develop an action plan to address and correct any deficiencies and monitor progress closely to ensure goals are met. On an annual basis, we use the feedback received from our evaluations to guide us in refining our approach, enhancing our programming and addressing any identified unmet needs identified by participants. We always remember that each girl has her own abilities and challenges and do not compare our girls from year to year as each girl moves at her own pace and it's our job to meet her where she is and help her grow.

Attach participant/program data sample report

Participant/Program Data Sample Report *Required

Q1-2 Lead Girls Goals.pdf

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 20-21 Previous Year Results	FY 21-22 Current Year Projected Results	FY 22-23 Next Year Anticipated Results
100% of participants will identify current disempowering communication and 92% will take the lead to move to a positive empowering communication method.	Program Director provides leadership workshops and mentoring during school hours, afterschool and on Saturdays - and virtually as necessary	100% of participants will identify current disempowering communication and 92% took the lead to move to a positive empowering communication method.	100% of participants will identify current disempowering communication and 93% will take the lead to move to a positive empowering communication method.	100% of participants will identify current disempowering communication and 92% will take the lead to move to a positive empowering communication method.
90% will be more confident setting long term goals by adopting at least 3 of 5 strategies and techniques taught in the workshops	Program Director provides leadership workshops and mentoring during school hours, afterschool and on Saturdays - and virtually as necessary	90% will be more confident setting long term goals by adopting at least 3 of 5 strategies and techniques taught in the workshops.	94% will be more confident setting long term goals by adopting at least 3 of 5 strategies and techniques taught in the workshops.	90% will be more confident setting long term goals by adopting at least 3 of 5 strategies and techniques taught in the workshops.
90% will develop overall satisfaction for themselves	Program Director provides leadership workshops and mentoring during school hours, afterschool and on Saturdays - and virtually as necessary	90% will develop overall satisfaction for themselves	94% will develop overall satisfaction for themselves	90% will develop overall satisfaction for themselves

	Total Unduplicated Number Served	Total Number Served
FY 20-21 Previous Year Results	211	211
FY 21-22 Current Year Projected Results	286	286
FY 22-23 Next Year Anticipated Results	350	350

C.6. FY 20-21 Program Accomplishments

We served 286 girls from 41 schools in 2021, providing 15,000 support hours. We began our pilot programs with Carver High School ninth grade girls and Cook Literacy Model School fourth and fifth graders and saw several of our Cook girls move to the middle school program when they entered sixth grade.

LEAD Girls' second annual virtual LEAD-A-THON spanned seven days and had three Pop Up wellness events. We asked

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our community to #MOVEforHER, and 13 teams were created with 153 MOVEhers! We had participants walk, swim, run, and bike. Others played tennis, surfed, gathered for group workouts at local parks, and played kickball or other games as a family. Our girls participated too, adding skating and playing tag to the list of activities. Together, we moved for over 2,500 miles!

We had a very successful program with Reynolda House Museum and Gardens where our girls toured the gardens, harvested fresh vegetables (and ate them right there!), and even brought vegetables home to enjoy. Many families had never visited Reynolda, and we were thrilled to partner with their team to offer this experience.

Our Summer Pop Ups in the Park allowed us to offer social and emotional support to our girls, share popsicles with our families, and give books to each girl (and their siblings too!). We met at Kimberley Park and had mothers/guardians also join us for a special conversation - separate from the girls' sessions. We were thankful to partner with the City of Winston-Salem's Recreation and Parks Department to have events in many of the girls' neighborhoods. Sweet Reads made a special appearance to give out goodies while having Dr. Pam Peoples-Joyner deliver an inspirational talk. We also had a community screening for our older girls of *The Hate U Give*, the film based on the book that we modeled discussions around at Carver this past spring.

The first week of August allowed us to have our Girls Fashion Camp: "Leading Girls Down the Runway to Entrepreneurship." 13 girls learned business, branding, and marketing basics to launch a fashion business, heard from design business experts, and went on field trips - in preparation for Winston-Salem Fashion Week held in September where their work was featured.

84 girls and 42 parents participated virtually in our October 9, 2021 Growth Today for Greatness Tomorrow Expo. They were led through a day of energizing and informative workshops with experts and influential women. Alongside the workshops, raffles, and address from our keynote speaker, Lyn Sisson-Talbert, our Expo participants received the materials needed to participate in the Expo along with a copy of *Jingle Jangle: The Invention of Jeronicus Jangle*, Sisson-Talbert's book. Thanks to a grant from Collins Aerospace, the girls received their own version of a "Buddy 3000" reboot. This will give our girls a chance to explore the sciences and the dream of being inventors! 53.5% of the attendees were not affiliated with LEAD Girls before the Expo.

C.7. FY 22-23 Key Objectives

Our LEAD Girls workshop series is operational and ongoing. In the 2022-23 school year, we will continue to participate in person with our LEAD Girls programs in our current partner schools and in our community. We also hope to continue to expand to additional schools as funding and resources allow.

Our key objectives for our LEAD Girls programming in the upcoming year (as measured by responses to pre-and post-test questionnaires) are:

- 1) Of the 100+ girls who complete a LEAD leadership workshop program, 92% will take the lead to move to a positive empowering communication method.
- 2) Of the 100+ girls who complete a LEAD leadership workshop program, 90% will be more confident setting long term goals by adopting at least 3 of 5 strategies and techniques taught in the workshops
- 3) Of the 100+ girls who complete a LEAD leadership workshop program, 90% will develop overall satisfaction for themselves

Our key objectives for the organization are to:

Recruit 350 girls ages 9 to 16 from Forsyth County to participate in LEAD Girls programs, which include our in school, afterschool, Saturday, Summer Camp. We will work to build on past participants as well.

Recruit 100 girls to participate in our Expo program to experience thought-provoking leadership skills building and inspiration alongside their peers

To continue to explore - and expand - how we can best serve elementary aged girls in LEAD Girls by completing our pilot program at Cook Literacy Model School and making it ongoing

To expand our school partnership network with a new elementary or middle school that hosts our in-school workshops

To introduce all girls to STEM careers and provide hands-on experiments throughout the year

To annually introduce an author of color and her book(s) to our girls, providing a copy of the book for each girl and having (when possible) the author speak to the girls.

Attach participant/program data sample report

Documentation

Participant/Program Data Sample Report

Q1-2 Lead Girls Goals.pdf

D. Organizational Capacity

Completed by info@leadgirls.org on 12/24/2021 11:04 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

Address: *No Address Assigned

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?

Our mission is to provide the tools and resources that low-income and at-risk preteen girls must have to become productive citizens and active leaders in our community. We work to achieve our mission through our LEAD Girls workshops offered in-school and in the community, LEAD young entrepreneurs summer camp, a leadership expo, summer park pop ups, STEM Exploration Days, and community service projects completed by our girls. We encourage and mentor girls to aspire and achieve greatness academically, emotionally, and creatively.

We serve girls ages 9 to 16. Our LEAD Girls workshop series and outreach is ongoing and directly fuels the advancement of our mission. During the 2016-17 academic year, 66 girls completed LEAD leadership training workshops in Forsyth County. In 2019-2020, we served 211 girls from 27 schools, another 50% expansion of services from the preceding year. This year, we increased to 286 girls from 41 schools. We will continue to expand our capacity while sustaining our growth, thoughtfully and strategically. We will continue to develop additional partners for our school programs and Saturday workshops and growing our community program as funding and resources allow.

Myesha said it best: "LEAD helped me learn how to be a leader and make space for everyone."

FUNCTION (5 POINTS)

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

Our organization launched in 2015 with 501 (c)(3) status attained in 2017. We will celebrate our sixth year in 2022!

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

LEAD Girls' data continually shows that LEAD Girls changes lives. Our work benefits not only individual girls and families, but the greater Winston Salem community as a whole. We are an organization dedicated to empowering Winston-Salem's most at-risk and vulnerable young residents, helping to improve youth outcomes now and helping to secure the futures of young adult residents in the making. We work with girls living in poverty, with some experiencing academic and behavioral challenges as well as challenging home lives. Our workshops equip girls to identify and make good choices for their lives now and in the future, with a focus on growing into strong, independent, and self-sufficient women. When girls are in LEAD, they are engaged in civic activities and community service projects, and learning new outlets for their emotions. They are learning to avoid participating in bullying and are not escalating from poor grades to truancy and dropping out.

Key topics included self-care, self-awareness, making responsible decision-making choices, understanding coping mechanisms, and the importance of goal setting. Our girls evaluated who they are and what makes them who they are and how that impacts their relationships with others. Our girls verbally self-reported increased awareness,

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confidence, and leadership skills. They also spoke to the positive ways LEAD Girls sessions have given them the tools they need to be a more active participant in school, to be more helpful and open at home, and to be more aware and thoughtful in interactions with themselves, bullies, and friends.

In our latest data, we have found that communication skills have increased by 60% with our middle school girls now knowing how to give an honest “no,” and asking for what they want without hurting someone’s feelings. In addition, 30% more girls are now in clubs/activities in addition to LEAD. Additional data is still be analyzed; a full report will be issued in late March, 2022.

Each in-depth conversation and experience we are able to provide our girls offers them a broader world of opportunities for their future. Whether providing pandemic supplies, feminine products, talking through post-high school plans, or helping our girls know what is available so they can find their passion, when we educate our girls while identifying and connecting resources to them, it changes lives.

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
Executive Director	Oversees all aspects of our nonprofit including forging partnerships with schools and within the community.	40	3.00 %
Director of Programs	Serves as the LEAD Girls' workshop facilitator responsible for planning our workshops in schools and in the community	40	9.00 %

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
Joy Nelson Thomas	Executive Director and Founder	\$66,837.00	3.00 %
Britney Dent	Director of Programs	\$44,100.00	9.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

2021 Organizational Chart 7.16.21.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:

LEAD Girls is committed to diversity in all of our work, including our staff, volunteer and leadership recruitment. As a small organization, we do not often have open paid positions. But when we do, such as our internships, we actively seek out diverse candidates through college and grad student recruitment on local campuses, and posting on our

website, and through word of mouth through our diverse network of supporters, allies and friends. We have current and past board members and staff who are African American, Caucasian, Native American, and/or Hispanic/Latina.

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					2	
Professionals						
Technicians						
Office/Clerical				1		
Laborers/Service Workers						
Total Full-Time						

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

D.8.

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

2022 Board of Directors_No Compensation.docx

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

12

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.

n/a - previous support has been given to us by the City

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?

Each group of girls is different and each girl has different needs. We are proud of our flexibility and continue conversations with school administration to help our girls most. In the past, when a local teenager was killed from gang violence when school was out for spring break, we created HOPE experiences so our girls could have opportunities to try new things, be exposed to the many aspects of a business or experience something new, and to have opportunities - and a place to go - on days off from school. These intentional field trips included having girls meet with an artist to learn how to dye clothing with natural materials, touring testing labs run by Wake Forest University, and visiting Winston Starts, an entrepreneurship incubator.

In 2018, our data showed more girls were engaging in smoking and vaping. We formed a partnership with Reynolds American to provide a presentation about the risks of smoking and use of tobacco products. When data was analyzed, it showed a decrease in vaping. Girls also reported they now understand the risk and even wanted to share with their families and parents who smoked.

These past two years, with Covid-19, we definitely saw increased opportunities to meet challenges head on. We have done this specifically by delivering safety equipment to our families who did not have access and being more available for our families by phone.

In the spring of 2021, we planned to start the pilot with 12 girls for twelve girls to be enrolled at Cook in LEAD, but this number quickly increased to 25 girls in fourth and fifth grade. We had to be flexible and meet demand. This fall, a new fourth grade group has started with the rising fifth graders, with many girls now in sixth grade participating in the middle school groups. With this expansion, we are building on our collaboration with the Boston Thurmond Community and the City of Winston-Salem. This level of engagement is allowing us to explore whether we could create additional community programming at the Martin Luther King Jr. Community Center.

With these examples, it's easy to see that we are a boots on the ground nonprofit that is listening to our girls, their families, and their school counselors to be able to help our girls most.

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)?

LEAD Girls of NC welcomes girls of all backgrounds to participate in the program. We have a non-discrimination and inclusion policy that outlines our commitment to inclusiveness and diversity. We conduct outreach through allied organizations that share our inclusive philosophy, such as Big Brother Big Sister, as well as through partner schools, referrals from guidance counselors, local churches and word of mouth from current program participants who refer friends and family members. We highlight participant diversity in all of our marketing and outreach materials, and we strive to welcome as many girls as possible into the program.

E. Cost Effectiveness

Case Id: 14711

Name: LEAD Girls - 2022/23

Completed by info@leadgirls.org on 12/24/2021 11:09 AM

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 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Program Services	\$287,354.00	\$287,429.00	\$389,959.00
Fundraising	\$10,000.00	\$10,000.00	\$13,000.00
Management and General	\$23,021.00	\$22,000.00	\$30,320.00
Total Expenditures by Program	\$320,375.00	\$319,429.00	\$433,279.00

Expenditures by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
Employee Salaries and Wages	\$163,800.00	\$149,000.00	\$171,087.00
Employee Benefits	\$1,854.00	\$1,854.00	\$14,030.00
Facility Rent and Utilities	\$13,618.00	\$12,500.00	\$16,900.00
Training and Conference Registration	\$4,500.00	\$4,800.00	\$7,500.00
Membership and Dues	\$0.00	\$0.00	\$0.00
Travel and Transportation	\$3,350.00	\$1,975.00	\$10,340.00
Grants to Individuals and Organizations	\$0.00	\$0.00	\$0.00
Contracted Fundraising Services	\$5,000.00	\$5,000.00	\$6,000.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$23,000.00	\$12,300.00	\$37,500.00
Other Operating Expenditures	\$105,253.00	\$132,000.00	\$169,922.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$320,375.00	\$319,429.00	\$433,279.00

Revenues by Category	Budgeted FY 21-22	Projected Actuals FY 21-22	Proposed Budget FY 22-23
City of Winston-Salem	\$5,000.00	\$17,500.00	\$10,000.00
Forsyth County	\$11,745.00	\$0.00	\$30,000.00
State of North Carolina	\$0.00	\$0.00	\$0.00
Federal Government	\$0.00	\$0.00	\$0.00
Admissions/Program Revenues/Sales	\$37,550.00	\$15,301.00	\$16,500.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$73,300.00	\$87,000.00	\$95,000.00
Foundation Grants	\$77,500.00	\$100,000.00	\$120,000.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$115,280.00	\$111,780.00	\$161,779.00
Total Revenues by Category	\$320,375.00	\$331,581.00	\$433,279.00

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

Other revenues include \$73,000 of in-kind support (volunteers, etc.) and donated supplies plus additional funds of sponsorships raised for special events, which include our soiree, LEAD-A-THON, and Expo. Funding from 2021 also included a forgiven PPP Loan of \$8,841 as well as our receipt of a Social Justice Grant from the City for \$10,000.

Other operating expenditures include supplies and materials for our girls, health insurance (which we just began offering our full time employees!), marketing and program outreach, administrative costs, and insurance.

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
2020	City of Winston-Salem	\$5,000.00
2020	Social Justice Grant - through City of Winston-Salem	\$10,000.00
2019	City of Winston-Salem	\$5,000.00

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
Executive Director	\$2,000.00	\$64,837.00	Foundations/Sponsors/Donations
Director of Programs	\$4,000.00	\$40,100.00	Foundations/Sponsors/Donations
Community LEAD Program	\$2,500.00	\$52,500.00	Event Fees/Foundations/Sponsors/Donations
Annual Financial Review	\$1,500.00	\$500.00	Donations
	\$10,000.00	\$157,937.00	

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.

Support will help us to pay our Executive Director and Director of Programs, our only two full-time staff members.

Funding will allow us to support our girls further through our Community LEAD program, which is very important because it allows us to reach other girls beyond our home-based schools we are able to partner with. We want to be as transparent with our finances as possible but financial reviews are very expensive, so the City will help us with this important piece. With all that we are asking for the City to support, it helps our programming become stronger - which allows us to reach more girls.

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

We have volunteers help us in a variety of ways including helping with marketing and fundraising as well as serving as providing professional development including cultural competency training. Volunteers also help on committees, assist with programs, and perform administrative tasks.

We also have found support among local restaurants and businesses who supply meals and snacks for our girls or offer discounts for their services. Businesses and groups sponsor us and provide items from our "wish lists" including feminine products, snacks, gifts, and incentives. These in-kind donations of items and time are a huge help to our budget.

We are truly lucky to have so many volunteers to help us!

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.

Our request for support has doubled from previous years to support all our outreach initiatives and programming, which continues to expand annually into new schools and new populations. It also supports an additional full-time staff member's salary. During Covid and even post-Covid, we have seen an increase in enrollment and need for our work with girls.

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.

LEAD Girls currently generates the majority of our annual revenue from private sources, which offer a sustainable source of funding from supporters who are committed to our mission. We are building long-term sustainability for LEAD through diverse funding channels that include foundation and corporate grants, partnership contracts with schools and support from individual donors, which were identified through a 3-year strategic planning retreat led by Karl Yena and further fleshed out during a fund development session with our board of directors and advisory committee.

We are continuing to build an advisory marketing/fundraising committee and received an in-kind donation/sponsorship from Vela Agency in 2021 to help us further our outreach and visibility. We continue to seek out donor engagement and friend raising opportunities including church and civic group invitations to speak. We were also chosen this year by NC Courage Women's Soccer and Bartol Hoile WFA as the nonprofit to receive \$50 for each Courage goal scored this season.

In the past three years, we launched our Leadership Expo, grew our soiree fundraiser to include a successful silent auction, paddle raise and more sponsorship opportunities, and began a LEAD-A-THON fundraiser event to MoveHER. We are working to sustain LEAD Girls operations as a long-term solution to empowering girls and building the next

generation of women leaders. Leadership skills are proven effective as a means of helping youth avoid risk behaviors. In our girls, we are seeing early evidence that our program is working to develop their leadership skills. Even for girls who were labeled (by parents/guardian and school counselors) or who self-identified as shy or introverted, we have noted changes in confidence and a willingness to step outside their comfort zones.

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.

We do not anticipate any barriers to implementation, as the program is currently operating and has collaborative agreements and partner commitments in place to extend our operations into the coming year.

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

We do not anticipate any institutional barriers as we have a full staff and hope to hire an additional staff member in the late fall to help us with additional expansion.

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:	10,000
Number proposed to be served for the year:	350
Average City funds per beneficiary:	\$28.57
Proposed funds from all sources:	423279
Number proposed to be served for the year:	350
Average total funds per beneficiary:	1,209.37

F. Required Documents

Completed by info@leadgirls.org on 12/24/2021 11:10 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

Address: *No Address Assigned

F. Required Documents

Please provide the following information.

Documentation

- Code of Conduct/Conflict of Interest Policy *Required**
Conflict of Interest Policy-LG.docx

- Submit a copy of the agency's latest 990 Form as submitted to the Internal Revenue Service. *Required**
LEADGirlsofNCInc 990EZ 2020.pdf

- Organization By-Laws *Required**
BYLAWS OF LEAD GIRLS OF NC_Revised050920.docx

- Articles of Incorporation *Required**
LEAD_Girls_Articles_of_Inc (1).pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required**
LEAD Girls Non-Discrimination and Ethics Documents.pdf

- IRS 501(c)3 Designation Letter *Required**
LEAD Girls of NC Inc. 501c3.pdf

- Audited Financial statements or third-party review from 2019 and 2020. *Required**
Lead Girls of NC Financial Statements 2020 (1).pdf

Printed By: Rene Williams on 1/28/2022

LEAD Girls of NC Inc Financial Statements 2019 Final (1).pdf

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

***Required**

North Carolina Secretary of State Search Results_2021.pdf

Participant/Program Data Sample Report *Required

Q1-2 Lead Girls Goals.pdf

Other

2020-LEAD-annual-impact-report-web.pdf

G. Income Based Projects/Services Only

Case Id: 14711
Name: LEAD Girls - 2022/23
Address: *No Address Assigned

Completed by info@leadgirls.org on 12/24/2021 11:10 AM

G. Income Based Projects/Services Only

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

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

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

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

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

H. Construction/Rehab Only

Completed by info@leadgirls.org on 12/24/2021 11:10 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

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. ***Required**

We are not applying for this type of funding.pdf

Participant/program data sample report *Required

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

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

We are not applying for this type of funding.pdf

I. Emergency Shelter Only

Completed by info@leadgirls.org on 12/24/2021 11:10 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

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 info@leadgirls.org on 12/24/2021 11:10 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

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

K. HOPWA

Completed by info@leadgirls.org on 12/24/2021 11:10 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

Address: *No Address Assigned

K. HOPWA

Please provide the following information.

Are requesting funds for a HOPWA project?

Submit

Completed by info@leadgirls.org on 12/24/2021 11:12 AM

Case Id: 14711

Name: LEAD Girls - 2022/23

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.

Joy Nelson Thomas

Electronically signed by info@leadgirls.org on 12/24/2021 11:12 AM

IDIS Setup

No data saved

Case Id: 14711

Name: LEAD Girls - 2022/23

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