Program Overview

City of Winston-Salem
ARPA Transformational
Non-Profits Application

This application portal is to request funding from the City of Winston-Salem as part of the Transformational Non-Profits Application Process. Applications received through this portal will only be reviewed by the City of Winston-Salem. Other jurisdictions may have separate application processes. Please contact other jurisdictions (e.g., Forsyth County) for instructions regarding requests to those jurisdictions.

Submitting an application does not guarantee funding. Please see the section below regarding the scoring process. The Mayor and City Council will have final decision-making authority regarding program funding requests.

Non-profit organizations may submit funding requests for capital or operating costs.

Minimum Criteria

- Must be registered non-profit organization (includes faith-based organizations providing a public purpose)
- Must have been incorporated as a non-profit for at least one year

Scoring Process and Matrix

All completed applications will undergo a review to ensure required documents are attached. Fully completed applications will be reviewed by selected City staff members and scored based on the scoring matrix approved by the Mayor and City Council. Click here to view the scoring matrix. Scored applications will be reviewed by the City’s Management Team for potential recommendation to the Mayor and City Council who will have authority to appropriate funding for programs.

Staff reserves the right to contact any applicant to request clarification or additional details regarding application responses and materials.
Defining Performance Measures

Sections of the application will reference performance measures and outcomes as required by the U.S. Department of Treasury. Specifically, the application will request workload and effectiveness/outcome measures. Please see this video (https://www.cityofws.org/2809/Performance-Measures-Video) for general information on performance measures.

Upcoming Application Orientation Session

The City will host a virtual application orientation session on April 1, 2022 at 10:00 am. The meeting will take place virtually via the Zoom platform and will also have a live simulcast on the City’s YouTube page. The link for that meeting will be posted the morning of the meeting to the website: www.cityofws.org/cllrf

Contact Information

For any questions or concerns, please email ARPA@cityofws.org or call City Link at 336-727-8000.
A. Contact Information

Please provide the following information.

**ORGANIZATION/AGENCY INFORMATION**

A.1. Organization/Agency Name
Acción Hispana dba Qué Pasa

A.2. Mailing Address
3067 Waughtown Street Winston-Salem, NC 27107

A.3. Organization Website
https://quepasamedia.com/accion-hispana-en/

A.4. Year 501 (c)(3) Status Obtained
2,002

A.5. Organization/Agency Fiscal Year
2,022

A.6. Federal Tax ID Number

A.7. Federal DUNS Number

A.8. Federal SAM Registered?
Yes

**ORGANIZATION/AGENCY CONTACT INFORMATION**

EXECUTIVE DIRECTOR

A9. First Name
Marina

A10. Last Name
Aleman

A11. Title
Executive Director

A12. E-mail
maleman@quepasamedia.com

A13. Phone Number
(919) 422-5176

BOARD CHAIR

A14. First Name
Jose

A15. Last Name
Isasi

A16. E-Mail
joseisasi@quepasamedia.com

A17. Phone Number
(336) 399-8478

A18. Term Expiration Date
12/31/2025
B. General Project Information

Please provide the following information.

**PROJECT INFORMATION**

**B.1. Project/Program Title**
Proyecto Mariposa (Project Butterfly): Assessing the needs of the Hispanic community in Winston-Salem and providing unique solutions to help them improve their lives.

**B.2. Project Location/Address**
3067 Waughtown Street Winston-Salem, NC 27107

**PROJECT CONTACT/MANAGER**

**B3. First Name**
Marina

**B4. Last Name**
Aleman

**B5. Title**
Executive Director

**B6. E-Mail**
maleman@quepasamedia.com

**B7. Phone Number**
(919) 422-5176
C. General Project Narrative

Please provide the following information.

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

This project seeks to address the needs of the low-income Hispanic population of Winston-Salem. There are many worthy organizations in Winston-Salem that address the primary, basic needs of individuals such as food and shelter. Rather than add to the many organizations already doing that type of work, this project will engage with the Hispanic community to understand their more complex needs such as professional development, personal growth, family relationships, and financial planning. Our goal is to address the root causes of the many disparities experienced by the Hispanic community and provide solutions that can help break cyclical challenges such as poverty, economic immobility, and a lack of access to education. The Hispanic population is unique and complex due to a variety of factors that can include language barriers, cultural norms, lack or underutilization of digital access, and legal status. These factors make it much more challenging for Hispanics to access traditional resources, understand what they can do to have a better life, and overcome distrust and fear of systems - such as government, banks, medical care, etc. Many of these challenges were finally highlighted and made visible by the COVID-19 pandemic, and it is time for us to work on addressing the needs of Hispanics.

Through this project, Qué Pasa (under the wing of Acción Hispana), will engage in a large-scale data collection project to ultimately create solutions that can help the Hispanic community of Winston-Salem achieve their goals and live a better life. The most important thing we can do for this community is to provide them with a platform, a voice, and visibility to express their needs rather than assuming we know their needs. This project will have two distinct phases - a Discovery Phase and a Solutions Phase.

Through the Discovery Phase of the project, Qué Pasa, a trusted source of information for the Hispanic community, will engage with partners and contractors to develop surveys (in Spanish) that will be self-completed or administered and completed in individual interviews or small group settings. The questions will be designed by psychologists and other behavioral health experts. These surveys will allow individuals to self-identify needs in their daily lives, but the survey design and interviews/group sessions will also be written and administered in ways that allow us to identify other, deeper needs of the community - creating an evidence-based solution based on “people intelligence.”

Once we have analyzed the data from the Discovery Phase of the project, we will move to a Solutions Phase. During this period, Qué Pasa will work with our team and contractors to build out a digital platform on our website that will contain information, resources, learning opportunities, places to connect, and a needs matching system that will be directly based on the identified needs of the Hispanic community. Through this online hub, individuals will have free access to qualified information and professionally designed learning experiences, group sessions, and events that directly help them work towards better outcomes in all aspects of their lives. This allows individuals to grow and flourish personally while also allowing them to envision a better life, increasing their chances for economic mobility, and improving their overall well-being (including mental and behavioral health).

C.2. How will a participant access the proposed project/program, use the services, and derive a beneficial outcome
from participation?
During the Discovery Phase of the project, Qué Pasa will work alongside other trusted partners in the community to recruit survey participants and will also use our print and digital news platforms to advertise the project. In order to remove any potential barriers for the Hispanic community, we will offer the survey in Spanish through self-completed questionnaires, and we will offer the survey orally in individual interviews and small group settings. We believe that during this Discovery Phase alone, the community will feel as though they are being seen and heard as having its own unique needs.

Based on the findings of the Discovery Phase, we will implement direct solutions to address the community-identified needs. While we cannot be certain what the community will tell us, we think it is likely that some of the needs identified might include primary needs (food, clothing, shelter, etc.) and secondary needs that might include hard skills (i.e., financial literacy, growing a small business, using technology) and soft skills (i.e., communication, personal advocacy, and emotional management). In response to the identified needs, we will utilize our free, online hub (housed on the Qué Pasa website) to provide information, resources, and links to community learning experiences and events. We believe individuals will benefit by having access to education in their primary language, tailored to them, that will help them to live better lives and through different events and group sessions, will continue to create a sense of community for Hispanics in Winston-Salem.

NOTE: For the below question, we could only type in a number of people to be served. Please accept the following narrative to help explain how we arrived at that number. We anticipate the initial Discovery Phase of the project would include approximately 1,000 - 5,000 individuals who would complete the surveys online, in interviews, or in group sessions. This “sample” of the larger target population, will be representative of all the intended program target segments to provide the required insights for the Solutions Phase. This would give many individuals in our community a voice and a platform that they would not otherwise have. All of those individuals and the broader Hispanic community would have access to the resources and educational opportunities provided in response to the community's need through the Qué Pasa website. The number of people who will access the digital hub on the Qué Pasa website is difficult to estimate, however, our current monthly traffic to the Winston-Salem/Greensboro Community Page of the site averages 8,600 visitors. In Qué Pasa’s social media pages, which will be used for program advertising and marketing, the monthly traffic average is 30,000 people in Winston-Salem. This represents 55% of the entire Hispanic population of Winston-Salem.

C.3 Total estimated number of unique participants to be served annually
38,600

C.4. Will program beneficiaries be only residents of Winston-Salem?
No

Describe the other areas (counties) that will benefit
While Winston-Salem will be the primary respondent group targeted for the Discovery and Solutions Phases of the project, there will be no limit to who can access the free resources and tools provided online through the Qué Pasa website, as our website is free for anyone to access. However, because many of the resources provided and events hosted will be in Winston-Salem, we expect the majority of those accessing the resources will be from this area.

Estimate the percentage of beneficiaries that will be residents of Winston-Salem
85.00 %

TOTAL FUNDING REQUEST
C.5. Total Operating Funding Request  
$386,150.00

C.6. Total Capital Funding Request  
$0.00

SPENDING TIMEFRAME  
C.7 Capital Spending Timeframe  
N/A

C.8 Operating Spending Timeframe  
12
D. Project Budget Categories

Please provide the following information.

Use templates below to input the total Project Budget (only requested expenses and estimated revenues related to the program or project for which you are requesting funding) by clicking Add Column. Please include all funding from the City and other sources.

<table>
<thead>
<tr>
<th>Operating Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel</td>
<td>$66,800.00</td>
</tr>
<tr>
<td>Content and Production</td>
<td>$100,800.00</td>
</tr>
<tr>
<td>Marketing</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>Administrative Costs</td>
<td>$9,350.00</td>
</tr>
<tr>
<td>Hardware and Supplies</td>
<td>$3,700.00</td>
</tr>
<tr>
<td>Travel and Other</td>
<td>$7,200.00</td>
</tr>
<tr>
<td>Contractual - Discovery and Solution</td>
<td>$66,000.00</td>
</tr>
<tr>
<td>Contractual - Data and Analytics</td>
<td>$20,000.00</td>
</tr>
<tr>
<td>Contractual - Learning Experiences</td>
<td>$71,800.00</td>
</tr>
<tr>
<td>Contractual - Maintenance and Marketing</td>
<td>$17,500.00</td>
</tr>
<tr>
<td>Contractual - Digital Platform Build Out</td>
<td>$20,000.00</td>
</tr>
<tr>
<td></td>
<td><strong>$386,150.00</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital Costs</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>$0.00</td>
</tr>
<tr>
<td></td>
<td><strong>$0.00</strong></td>
</tr>
</tbody>
</table>

PROJECT/PROGRAM REVENUE CATEGORIES

Please fill out the revenue estimate table. Note: operating revenues and expenses must be balanced (be equal).

<table>
<thead>
<tr>
<th>Operating</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>City of Winston-Salem ARPA Grant Funding</td>
<td><strong>$386,150.00</strong></td>
</tr>
</tbody>
</table>

Please list below all known/expected individual grants and contributions totaling 10% or more of the project’s budget. Note: capital revenues and expenditures must be balanced (be equal)

<table>
<thead>
<tr>
<th>Capital</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>$0.00</td>
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<tr>
<td>-----------------</td>
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</tr>
<tr>
<td></td>
<td>$0.00</td>
</tr>
</tbody>
</table>
E. Demographic and Geographic Distribution

Please provide the following information.

Demographic distribution is an assessment of the level of the project funds spent on a program or service provided at a physical location in a Qualified Census Tract (QCT), OR where the primary intended beneficiaries live within a QCT, OR whether the program benefits residents that earn less than 60 percent of median income for the City, OR whether over 25 percent of program beneficiaries are below the federal poverty line.

E.1 Is this project/program located in a QCT or serve residents that live in a QCT?
Yes

If yes, what percentage of clients served are estimated to be residents of QCTs? Click here to view the QCT mapping tool
100.00 %

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

☐ 25% or more of participants below the federal poverty line or participants served make less than 60% of the Area Median Income
☐ The project/program does not operate in a QCT, and beneficiaries neither reside in a QCT nor meet the income thresholds mentioned above.
F. Alignment to Strategic Plan

Please provide the following information.

Strategic planning is a process in which organizational leaders determine their goals and objectives, and allocate needed/limited resources to successfully achieve those goals and objectives. Click here to view Winston Salem's Strategic Plan. The Strategic Plan includes three (3) tiers of priorities:

Tier 1:
- Focus on job creation/sustainability and workforce development
- Collaboration and funding for pre-K opportunities
- Funding for affordable housing
- Funding for economic development

Tier 2:
- Poverty reduction/cessation
- COVID reopening plan
- Community engagement (Power of connections)
- Funding for arts

Tier 3:
- Community Fundraising
- Environmental initiatives
- Address digital divide
- Address childcare needs
- Neighborhood maintenance
- Organization efficiency and public-private partnerships
- Law enforcement reform

F.1. Please select the primary priority from the list above addressed by your project/program.
Tier 1

F.2. Please select the secondary priority from the list above addressed by your project/program.
Tier 2

F.3. Please describe how the workload or outcomes from your project/program addresses the primary priority you
Through the Discovery Phase of the project, we will be able to track the number of people who respond to the survey which will also include basic information such as country of origin, language, zip code, gender, age, and other demographics that can help provide a clear picture as to the needs of the Hispanic population. This information can and will be provided to the city of Winston-Salem with the hope that it will provide useful information for its future programs and efforts. This “people intelligence” will be visualized on a project dashboard which will allow a variety of analysis to be performed. The information goes much deeper than traditional information captured through basic census data and will reveal deeper information for specific age groups in the community. This has the potential to impact some of the ways Winston-Salem plans and implements specific initiatives around each of the priorities in the strategic plan.

Through the Solutions Phase, we will track how often resources are used, how many people attend learning experiences, the number of curriculum hours provided, and other metrics that are useful in achieving many of the priorities outlined in the strategic plan. We anticipate that the content provided will improve outcomes for better workforce development and preparation at the high school and adult levels, provide education and tools to business owners to help create jobs and grow their businesses, increase economic mobility (therefor reducing poverty) through education, and through events and small group sessions, we will help create community and sub-communities among Hispanics with similar interests and needs in Winston-Salem.
G. Collaboration

Please provide the following information.

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

G.1. How many other external partners, organizations, stakeholders will you be collaborating with to provide the project/program?
3+

G.2. Please provide the names of the organizations and the roles they will serve in the project/program?
Some of the organizations below have been provided with an introduction to the proposed project and we are waiting to receive confirmation of their partnership.

Winston-Salem/Forsyth County Public School System: They will assist us in promoting the Discovery Phase of the project to Hispanic parents. We also plan to survey high-school students to better understand their needs as they get closer to entering higher education or the workforce.

Forsyth Technical Community College: They will assist us in promoting the Discovery Phase of the project. Additionally, during the Solutions Phase of the project, we anticipate that they may already have existing resources that might meet some of the identified needs of the community which we could share.

Mindslines: We will contract with them to provide discovery and solution development, information, resources, and learning opportunities and events. Mindslines, through its business model, engages with independent contractors and freelancers that facilitate learning in diverse areas, which will be selected based on the needs coming from the community. Qué Pasa has collaborated with Mindslines on other projects and has a close working relationship with them.

Aldaba: This is the philanthropic arm of Mindslines, recently created to specifically provide the services of Mindslines to under-resourced Hispanic individuals to help them improve their lives. Beyond the time period suggested for this project, individuals from the Winston-Salem community who engage with the learning experiences, will have continued access to the content and learning experiences provided for free by Aldaba. Additionally, as a nonprofit, Aldaba has the ability to update resources and provide supplementary learning experiences and tools beyond what is initially developed through this project.

The Cavila Group: Will provide financial advice, best practices training, and council to one of our target segments, business owners, to help them generate jobs, improve their financial health, and grow their businesses.

The Delaware Group: We will contract with them to assist in the Discovery Phase and to create the online hub which will illuminate community needs, house resources, provide information on learning events and experiences, and will have
the ability for people to find existing resources to issues and needs identified by the community.

SouthEast Plaza Shopping Center, Winston-Salem: Qué Pasa’s headquarters exist here, along with many other Hispanic owned businesses, Hispanic frequented businesses, and is in the area of interest for this proposal. We will use the Plaza to communicate about the project (Discovery and Solution Phases) and there are locations in the Plaza suitable for in-person events.

Hispanic League: We will utilize their networks to help promote and communicate information about the project (Discovery and Solution Phases).

Carolina Small Businesses: We will utilize their networks to help promote and communicate information about the project (Discovery and Solution Phases).

Mexican Consulate: We will utilize their networks to help promote and communicate information about the project (Discovery and Solution Phases).

Little by Little: Provides play-based learning experiences for child and parent-child classes. They will assist in creating content for parents based on needs identified in the Discovery Phase.
H. Administration/Reporting

Please provide the following information.

Per U.S. Treasury rules and associated guidance, the City’s framework for using these funds aligns with specific administrative reporting requirements. The administration/reporting criterion has three core elements: 1) the organization’s/project’s development of clear performance indicators and measurable outcomes, 2) the use of evidence-based interventions, 3) and the City's evaluation of organization and project risk.

H.1. Please clearly define the workload and outcome measures that are associated with your project/program

| Workload                | Discovery Phase: We will use workload measures that track the number of individuals completing the survey along with their accompanying demographic information. We will analyze and compile all the information to understand overall trends and identify the biggest areas of need to inform the Solutions Phase. This will be done via a dynamic dashboard that will provide all the “people intelligence” for inferences and solutioning.
|                        | Solutions Phase: Through the implementation of resources and learning experiences, we will track workload measures, such as how often online resources are used, how many people attend live learning experiences (online and in person), and the number of learning hours provided.

| Effectiveness/Outcome  | Discovery Phase: The information learned and the dashboard can and will be provided to the city of Winston-Salem with the hope that its outcomes will provide useful information for future programs and efforts in support of the priorities in the Winston-Salem strategic plan. This in and of itself is a valuable deliverable of our program.
|                        | Solutions Phase: We anticipate being able to track efficiency measures that will show the cost per person of these resources and events over time (at the end of the project). We expect to track effectiveness measures through a variety of surveys done throughout the implementation period that would demonstrate the short-term and long-term usefulness of the content provided. These surveys would include pre- and post- learning experience questionnaires, online surveys for those who visit the digital hub, and would all include quantitative and qualitative information. Individuals would be asked to self-report on skills they learned, their confidence or ability to use those skills, and how those skills have helped them personally or professionally to have a better life.

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

**Please provide a link to (or attach a copy of) the evaluation of the program model**
Psychologists will develop survey questions; subject matter experts will guide the learning experiences and events; solutions will include behavior therapy, holistic approaches, parent training, social/emotional learning, and movement therapy.

☐ Program Model Evaluation

**No files uploaded**

H.3. For transparency purposes, the risk matrix is attached. This is NOT required, however, you can self-assess if you wish. Please fill out and upload the [Risk Matrix](Risk Assessment (1).xlsx).
I. Capacity

Please provide the following information.

An organization’s capacity can be defined as its ability to implement the proposed project, as characterized by the alignment of its mission and vision with the proposed project, existing internal infrastructure to support it, and its plan for implementation and assessment of project success.

I.1. Please provide your organization’s vision and mission statements and explain the alignment between the proposed project/program and the organizational mission.

The mission of Qué Pasa, under the wing of Acción Hispana, is to inform and educate the North Carolina Hispanic/Latino immigrant community on issues that impact them socially, economically, and politically through objective, local and community journalism. Our vision is to help Hispanic individuals across North Carolina have a better life.

This project directly relates to our mission and vision of providing education and information to help individuals have a better life. This project will hear directly from the Hispanic population about what they need to have better opportunities in relationships, family, work, education, and so much more. Then, the project will directly respond to those needs by providing information specific to the needs and unique characteristics of this community through free resources and transformative learning experiences.

I.2. Describe the organization’s current infrastructure and capacity to deliver the program services or complete the project. Include any relevant current programming and experience providing similar services.

Qué Pasa, with its extended partner network, some of which are included in this proposal, has the capacity to widely provide the services and deliverables scoped in this proposal. Qué Pasa has participated in large scale projects and has been awarded contracts from the State of North Carolina to address the Hispanic community’s needs on several occasions. Some examples of Qué Pasa’s work in the community directly and through partner involvement in the past include:

- Qué Pasa was awarded a grant by the NC Counts Coalition for the Get Out The Count Plan for Forsyth County. This program involved support of the 2020 census by raising awareness in the Hispanic community, promoting participation in the census, and providing support in completing the required documentation. This project, even in the pandemic year of 2020, demonstrated Qué Pasa’s capacity to be nimble, adapt, and still manage through its online presence to reach the intended population and meet the objectives of the program.

- Qué Pasa was selected to serve as the LatinX/Hispanic population community liaison in support of North Carolina’s response to the Coronavirus emergency, recognizing Qué Pasa as the most relevant organization in the community dedicated to the Hispanic community. This program involved many of the deliverables that are included in the proposal such as surveys, events, information development & dissemination, and campaign advertising for community outreach.

- Qué Pasa’s partnership with Mindslines and The Cavila Group dates back several years and we have together served the North Carolina Hispanic community through several events including training small business owners and women
business owners on financial tools, marketing and communication, and other business information.

Qué Pasa has the existing infrastructure in place for access and reach to the intended audience, which represents the biggest asset for what the project intends to accomplish. Qué Pasa is structured in six departments: Editorial, Design, Distribution, Direction, Commercial, and Administration. The total number of collaborators across all departments are 25 people which are paid by Qué Pasa.

The editorial staff is responsible for the content of three different editions every week (based on location), and the content of the online platform. The design team serves as creatives for both commercial and editorial content. The distribution department is in charge of the printed paper distribution in the areas we serve, for the delivery of every week's paper - 25,000 copies per week. The direction staff includes the leadership team for the organization and the commercial team deals with sales. Out of the total paid staff, 20 are contractors which are in the commercial, editorial and design departments.

Qué Pasa is the only print media organization that has had a CVC audit for the last 15 years to attest to the reach and distribution of the print newspaper in the community. The Qué Pasa online platform, through the subscriptions of Google Analytics, Echobox, and Parse.ly, also includes means to measure reach and engagement as to ascertain the dimension of the existing capabilities to address the intended audience of this project - the Hispanic community of North Carolina.

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

Headquartered in Winston-Salem, Qué Pasa is one of the most trusted sources of Spanish language news, resources, and information for Hispanics in North Carolina. We will utilize our position of visibility and trust within the community to successfully implement this project.

If awarded this grant, Qué Pasa would first begin preparation for the Discovery and Solution Phases of the project. First, the Mindsline’s team of psychologists and behavioral experts will develop the surveys (in English and Spanish) that would be provided in a variety of formats to several different segments of the Winston-Salem Hispanic population. We recognize the unique needs of our community, so surveys will be offered in person, orally, in one-on-one interviews and small group sessions to ensure those with lower literacy levels can add their voice. Other surveys will be offered online and on paper where individuals can complete them in their own time.

Our targeted population segments will include:

- Hispanic parents
- Hispanic high school students
- Hispanic college students at Forsyth Tech
- Hispanic business owners

Apart from strategic partners to help us identify individuals who fall into the above segments, we will also use the Qué Pasa print and digital platforms to advertise and recruit survey participants in the Winston-Salem area.

In partnership with The Delaware Group and Mindslines, we will then begin to analyze the results of the survey. The Delaware Group will provide technical survey assistance, and Mindslines will create a dashboard for “People Intelligence” which will facilitate survey results compilation, visualization, and reporting.
We believe that many needs will be illuminated beyond what we have the ability to envision. Beyond the self-identified needs of the Hispanic population, we expect that additional needs will be identified through analyzing the qualitative and quantitative data to infer needs that may not have been explicitly stated. These inferences will be drawn due to the questionnaire’s specific design built intentionally by Mindslines psychologists to illuminate areas of development and concern. We will use this information to guide us towards solution content and design.

In response to the identified needs, we will begin the Solutions Phase. Through our Qué Pasa platform, we can provide information, tools, and education online, in print, and in community-based group settings. The Qué Pasa online platform already features a “Community” page for three distinct regions in North Carolina, including the Winston-Salem/Greensboro area. The digital hub that will be added to the website will allow people to access a variety of resources that might include existing community resources and will include content created specifically for this project in response to the Discovery Phase. There will be in-person learning events advertised through the hub and individuals will also have the ability to access an online portal that provides self-paced learning modules on a variety of topics, such as communication or assertiveness. It is our belief that with access to high-quality, free resources and educational programs, the Hispanic population can begin to gain tools and knowledge that will improve their chances for economic mobility and well-being. Additionally, this project offers the ability to meet another priority for the Winston-Salem strategic plan - Community Engagement (the power of connections). Through the in-person and virtual events, individuals will also have the opportunity to make connections with like-minded individuals who are seeking to make changes in their lives. This internal peer-to-peer support creates an additional resource for Hispanics in the community.

Mindslines, founded by Hispanics, will assist in creating and delivering content for online and print tools as well as learning experiences. Their team of experts utilizes a holistic approach to learning that helps individuals transform, grow, and achieve their personal and professional goals so that they can reach their highest potential. Mindslines has a vast library of content and access to experts that can speak directly into a variety of needs from the Hispanic community. The Cavila Group, an accounting and financial firm owned and operated by Hispanics, through its working relationship with Mindslines, will address the small business owners in the target population to help them grow their business with financial advice, training, and counsel, with the aim to promote job generation through these businesses - improving their financial health and promoting growth.

We recognize the biggest challenge of the project will be getting people to participate both in the survey and later in the learning programs. For this purpose, we are incorporating multiple strategies for information gathering during the Discovery Phase, as mentioned before: online, in one on one interviews, in group gatherings, and through paid interviews with a sample of the target audience segments. Moreover, we are leveraging Qué Pasa’s unique position in the community as a trusted source to reach out and mobilize the Hispanic community to join and be part of this effort. Finally, we are contemplating advertising and creating awareness through social media campaigns in Facebook, which is the known channel used by the community according to our own Qué Pasa engagement numbers (99.6% use Facebook versus any other social media). Our subscription with Echobox, an A.I. driven platform, will help reach and communicate with our target audience in very customized and purposeful ways with proven engagement and response results obtained from the use of this technology.

We deeply understand and have studied our target audience for many years, as it is who we serve as an organization. We know how they consume information and what drives them to respond. We will use that knowledge in all of our communications to generate participation. For example, we are aware that Hispanics consume online content on mobile devices 85% of the time (followed by 13% via desktops) according to our own Google Analytics data. This is easily explainable as their mobile devices are typically their only access to the internet. As such, our online platform is optimized for mobile use (smart phones). As an additional alternative, we will consider the publication of surveys and later learning material in an App that can be accessible by mobile phone to make sure we have covered all potential
roadblocks for accessibility to the materials and learning contents.

I.3a. Describe the program assessment plan including how the data will be collected for selected performance metrics and any other evaluation tools that will be used to determine program/project success.

Individuals who access online content will have the opportunity to complete a survey on the Qué Pasa website that will assess how effective their interaction was with the resources and information available online. This survey would occur throughout the length of the project and information would be reviewed regularly so we can ensure we are providing the right content in the right ways, but the responses will also be reviewed in total at the end of the project to determine success.

For individuals who attend live sessions, virtual events, or participate in the learning portal, there will be an additional series of surveys to determine effectiveness of the learning experiences. In some instances, there will be a pre-survey and a post-survey to understand that change that happens over time when gaining new information and skills. We will also have the ability to follow-up with these individuals at various intervals throughout the project to understand what they have been able to implement in their own lives and how it has helped them.
Impact/Community needs concern whether or not the proposed project will address an identified need within the community and what the short term (One year) and long term (3 years) impact of this project will be.

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

Our project is predicated on the need to provide Hispanic immigrants with resources, strategies, and alternatives to help them exit their cycle of poverty for their families. This will be provided through educating them, building their skills, and advocating for access to higher education for those in the right age groups. We have chosen “education” as the tool because we believe it is the single, most important avenue to combat the cycle of poverty. For the Hispanic community in the U.S., especially the Mexican and Central American immigrants (which comprise the largest percentage of the Winston-Salem Hispanic demographics), we know there is an extreme lack of access to educational opportunities which lead to a better life.

A 2021 concernusa.org article states: “Education is often referred to as the great equalizer: It can open the door to jobs, resources, and skills that a family needs to not just survive, but thrive.” This is why the focus of our project centers around providing means to educate the community, and give them resources that are known to address poverty on a more permanent basis.

UNESCO directly cites the impact education has on poverty, correlating education with the following outcomes:

- Economic growth
- Reduced income inequality
- Reduced infant and maternal deaths
- Reduced stunting
- Reduced vulnerability to HIV and AIDS
- Reduced violence at home and in society

In the Hispanic population, the school drop-out rate of Mexican immigrants is three times higher than the U.S. born drop-out rate. Educational attainment of Mexican immigrants up to 9th grade only is 35% versus 2.4% in U.S. born students, clearly demonstrating how immigrants get to higher education in very low numbers compared to U.S. nationals. As education is recognized as an indicator of poverty and poverty potential, the conclusion that can be drawn from this statistic is that, Hispanics actual and potential poverty levels are higher than those in U.S. born individuals. In short, educational level, formal and informal learning, and social/emotional skills are inversely proportional to poverty levels. The higher the access to education, the lesser the probability of staying below the poverty lines.

The program we are proposing will provide lasting, valuable skills and adaptable behaviors, and give visibility and access to resources for a community whose specific and unique needs are often neglected due to the lack of knowledge of their
existence. These will exist in our platform beyond the timeline and scope of this program.

The COVID-19 pandemic provided great insight on how much is not known about the Hispanics in North Carolina, and made very obvious the need to bring this population to the forefront of the inequality fight. Qué Pasa led a number of initiatives during the pandemic to address awareness, disinformation, testing, social distancing, vaccination, and other important information in the community. Our platform and our connections became a way to draw attention to Hispanics and their needs. Through this grant we will be able to further understand, analyze, and address those needs while ensuring that Hispanics in Winston-Salem are not forgotten, invisible, or unheard.

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

Generally speaking, for all segments of the community we will target, the ability to provide them with visibility and a voice for their needs is of immediate short-term value - providing dignity and worth for an often overlooked segment of the U.S. population. Additionally, the ability to analyze, identify, and visualize the needs of the Hispanic community, and then provide resources that address their specific needs through our “Information Hub” provides them with immediate short-term value and relatable community access.

The results of the Discovery Phase will determine exactly the types of resources and learning experiences that each segment will need - it is important we let the Hispanic community speak for themselves. However, based on what we know today of the needs of the community at large, we can anticipate many potential benefits of our engagement through this project.

Mindslines methods for learning experiences includes experiential learning techniques which are recognized as more impactful and longer lasting methods to acquire knowledge. Specially in the areas of soft skills development, role playing and game-based training are proven to be an effective way to learn and develop competencies. Moreover, the use of humanistic sciences and neuroscience to be included in content development, workshops, and trainings significantly increases the ability to transmit, maintain, and employ knowledge. The impacts of our proposed program are linked to the target audience segments we have identified. The only limiting factor for the impacts we foresee is that we simply do not know what the Hispanic community will identify as needs. So, for some of the examples below, there are many more impacts we expect to see and have only included small examples of what we might expect to find during the Discovery Phase.

For the Parents:

- Access to resources for their kids
- Create an understanding of factors that are impacting their kids and how to address those needs
- Help them with communication skills to better communicate and connect with their kids and family
- Provide them with skills to develop their emotional intelligences, to better manage their emotions during these post-pandemic, complex times
- Household financial principles skills training - basic banking and credit card use

For the High School Students:

- Help them to find resources to access higher education, for those that are interested and have the potential (i.e., help with access and application to financial aid, school application process, identified grants and scholarships, etc.)
- Provide self-awareness and personality driven development programs based on the use of a screening tool, called the Lumina Learning Psychometric - Lumina Spark, which will be used for students which intend to pursue higher education.
- Acquire competencies that help navigate college life such as communication, assertiveness, and other soft skills.
- For those that intend to go directly into the workforce, provide training on skills that will facilitate the transition into
  the workforce - i.e., resume building, interviewing skills, communication, active listening, emotional management, and
  other soft skills.
- Work with emotional management techniques to improve overall well-being and address mental health issues.
- Provide assertiveness training to combat bullying
- Work with coaches and behavioral experts to address issues of violence

For the University Students:

- Facilitate transition into the workforce by providing training in the skills more sought-after today by companies which
  include: Critical thinking, assertiveness, empathy, teamwork, and communication, among others, using Mindslines
  method of experiential learning
- Utilize a screening tool, Lumina Spark, to give students a portrait of their personality to design personal development
  plans that increase their abilities and competencies where needed to succeed in the job force.

For Small Business Owners:

- Help them with communication skills to better communicate and connect with their employees and customers to
  encourage both employee and customer retention.
- Increase their knowledge and use of different communication and marketing platforms to raise awareness for their
  business to increase growth.
- Financial management training for small business owners.

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

The long-term impact of our proposal will be seen beyond the life of this project. First, the skills and knowledge gained
can impact these individuals for a lifetime. Therefore, education alone is a permanent advantage this program will
provide. Second, the integration and acculturation opportunities that will be provided through this program will
contribute to the assimilation of the Hispanics into the overall community of Winston-Salem. The feeling of belonging
and being part of something is also psychologically proven to be a source of well-being and happiness which is a critical
byproduct of this effort.

The Hispanic community will have access to professionals that can help to better explain emotions, provide skills to
effectively communicate and manage them, and will have a healing effect in family relationships, especially when those
relationships contain anger, violence, and general conflict. We hope to impact both parents and students alike through
this program through education, exposure to knowledge, and access to resources which can reduce or stop the cycles of
violence that are often associated with poverty.

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

Impacts will be measured through data collection, analysis, and continuous feedback. This would include quantitative
measures through surveys and qualitative measures through testimonials. Specifically, measures could include:

- For Parents: Measure changes over time in how effectively they are able to communicate with the children; Measure
  changes over time in their knowledge of available resources; Measure their financial literacy before and after financial
  literacy courses.
- For High School Students: Measure their knowledge of higher-education resources before and after their learning experiences; Measure changes over time in their social and emotional management; Measure their feelings of preparedness for the workforce and the confidence associated with the soft skills we will develop.

- For University Students: Measure their development of soft skills over time; Measure their confidence in job readiness; Measure their progress against personal development plans using the Lumina platform.

- For Small Business Owners: Measure their understanding and use of marketing and communications tools before and after their learning experiences; Measure changes over time in how effectively they are able to communicate with their employees and customers; Measure their growth in financial management of their businesses.
K. Funding Stability

Please provide the following information.

Funding stability is an assessment of both the organization’s annual funding and the planned funding mechanism for the project/program from grants, donations, sales, and other income generators. To the extent possible, the City wishes to ensure applying entities have sustainable funding sources outside the City's ARPA allocation. An entity will be deemed as having superior funding stability if it demonstrates at least three years of sustainable grant, contribution, and/or fee-based revenues to cover operating costs. The entity must also demonstrate commitments from other organizations to cover the full cost of project deficits or future-year operating costs (in combination with realistic fee-based revenue assumptions).

K.1. Have your organization’s operating revenues covered operating expenses the last three years?  
Yes

K.2. Approximately what percentage of your organization’s total budget is covered by competitive grants that you must re-apply for?  
0.00 %

K.3. What percentage of your project/program’s budget is covered by City ARPA funds as part of this request?  
100.00 %

K.4. Please provide narrative on funding for this program after City ARPA funding has been exhausted.  
The program funding will be used in a large part to generate both content and resources that will live on the online platforms without limit, beyond the life of the funding cycle of this grant.

One of our partners on the project, Mindslines, uses its philanthropic arm, Aldaba, to provide learning content free of charge to the Hispanic community, among other underrepresented communities across the United States. Aldaba will house learning content and training that will be accessible to the Winston-Salem Hispanic population addressed through this project, for an unlimited amount of time, and free of charge.

K.5. Please attach commitment letters from other organizations showing financial support for the project/program.  
☐ Commitment Letters  
**No files uploaded**
L. Representation

Please provide the following information.

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

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

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<thead>
<tr>
<th>Name</th>
<th>Race</th>
<th>Ethnicity</th>
<th>Gender Identification</th>
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<tr>
<td>Jose Isasi</td>
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<td>Hispanic</td>
<td>Male</td>
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<tr>
<td>Domingo Isasi</td>
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<tr>
<td>Flora Isasi</td>
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<td>Javier Collado</td>
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<tr>
<td>Marina Aleman</td>
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<tr>
<td>Amith Arrieta</td>
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<tr>
<td>Amanda Isasi</td>
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<tr>
<td>Maria de los Angeles Isasi-Diaz</td>
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<td>Jose Montel</td>
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<td>Karina Neyra</td>
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<tr>
<td>Maria Teresita Ysasy-Diaz</td>
<td>Caucasian</td>
<td>Hispanic</td>
<td>Female</td>
</tr>
</tbody>
</table>
M. Required Documents

Please provide the following information.

For North Carolina Secretary of State - Current and Active Status, Click Here

Documentation

- Code of Conduct/Conflict of Interest Policy *Required
  Code of Conduct.pdf

- Copy of the agency’s latest 990 Form as submitted to the Internal Revenue Service *Required
  990.pdf

- Organization By-Laws *Required
  Signed By Law AH-QP.pdf

- Articles of Incorporation *Required
  2020 Recorded Articles of Amendment.pdf
  2005 - Name changes and other changes_.pdf

- Organization Policies (including personnel, formal non-discrimination, procurement, accounting, etc) *Required
  Que Pasa Poliza de Atencion Laboral.pdf
  Quepasa Vacations Policy 01-01-2011.pdf
  Que Pasa Open Door-Problem Issue Policy.pdf
  Policyconcerninguseofanyandallenterpriseproperty.pdf
  EventsorActivitiesPolicy.pdf
  Ventas realizadas por personal de no ventas.pdf
  CredittocustomerformistakesREV1.pdf
  Quepasa Links-Politicas yProcedimiento Adm-Contable-Traffico-Billing etc..pdf
☑ **IRS 501(c)3 Designation Letter** *Required*
Determination Letter IRS.pdf

☑ **Most recent audited financial statements or a third-party review** *Required*
Accion Hispana-Que Psas 6-30-2021 Fed Income Tax Filing.pdf

☑ **North Carolina Secretary of State - Current and Active Status** *Required*
Secretary of State.pdf
Please provide the following information.

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

Marelys Garcia

_Electronically signed by marelys@mindslines.com on 4/25/2022 12:57 PM_

04/25/2022