**City of Muskegon**

**Work Session**

**Agenda**

**August 2, 2023, 1:00 pm**

**Muskegon City Hall**

**933 Terrace Street, Muskegon, MI 49440**

AMERICAN DISABILITY ACT POLICY FOR ACCESS TO OPEN MEETINGS OF THE CITY OF MUSKEGON AND ANY OF ITS COMMITTEES OR SUBCOMMITTEES

To give comment on a live-streamed meeting the city will provide a call-in telephone number to the public to be able to call and give comment. For a public meeting that is not live-streamed, and which a citizen would like to watch and give comment, they must contact the City Clerk's Office with at least a two-business day notice. The participant will then receive a zoom link which will allow them to watch live and give comment. Contact information is below. For more details, please visit: www.shorelinecity.com

The City of Muskegon will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio tapes of printed materials being considered at the meeting, to individuals with disabilities who want to attend the meeting with twenty-four (24) hours' notice to the City of Muskegon. Individuals with disabilities requiring auxiliary aids or services should contact the City of Muskegon by writing or by calling the following: Ann Marie Meisch, MMC – City Clerk, 933 Terrace Street, Muskegon, MI 49440; 231-724-6705; clerk@shorelinecity.com

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# Agenda Item Review Form

## Muskegon City Commission

| | |
|---|---|
| Commission Meeting Date: August 2, 2023 | Title: City ARPA Community Grant proposals |
| Submitted By: Jonathan Seyferth | Department: Manager |

Brief Summary: To review and consider eligible grant proposals, as presented by the ARPA Community Grant Review Committee.

Detailed Summary & Background:

**2/14:** City Commission authorized $1.6M from the City's remaining allocation of American Rescue Plan Act (ARPA) federal stimulus funds for the creation of a city-sponsored ARPA Community Grant program. Eligible applicants included non-profit organizations, small businesses and each neighborhood association in the city. Grant requested amounts in the range of $25,000 - $250,000.

**3/1 - 3/31:** Grant application period; 60 applications received.

**April / May:** Review of applications and established ARPA Community Grant Review Committee.

- (6) members: Lawrence Baker (Ward 1), Leon Howard (Ward 2), Jennifer Sanocki (Ward 3), Nina Leask (Ward 4), Jonathan Seyferth (City Manager), and Sharonda Carson (Director, Community and Neighborhood Services). Two additional representative(s) were included, as advisors to the committee, from local Community Based Organizations.

**June:** Review Committee held four public meetings at City Hall on 6/5, 6/7, 6/22 and 6/29.

Applications were to be consistent with the City Commission's 2022-2027 Long Term Goals.
https://muskegon-mi.gov/cresources/ARP-001-Grant-Application-Program-Guidelines.2.16.pdf

The Committee used a multi-step process to review and evaluate all applications. The committee referred to the following questions, as part of the evaluation criteria, on which to base their selected scores. Projects were ranked by the cumulative average of each members scores.

- Is the project description and budget clear and well-defined?
- Does the project include a capital expenditure?
- Does the project provide a description of structure and objectives of the assistance program(s), including public health or negative economic impacts experienced?
- Does the project identify service outcomes for residents disproportionately impacted by the COVID-19 pandemic (e.g., communities of color, people with disabilities, low-to-moderate income residents or elders)
- Brief description of recipient's approach to ensuring that the response is reasonable and proportional to a public health or negative economic impact of COVID-19?
- What is the project's sustainability (e.g., one-time v. recurring cost)?
- Is the project capable of being completed within the ARPA timeline requirements services?
- Has applicant previously partnered with or assisted other community organizations to provide needed services?
- Is the project aligned with Commission's 2022-2027 Long Term Goals?

The Committee recommends (22) project proposals for the Commission's consideration -

- (4) neighborhood associations, (5) small businesses and (13) non-profit organizations.
- (12) recommended Women- and Minority-Owned Businesses/Organization proposals.
- (8) proposals to provide funds for the direct benefit of community youth.

- (3) proposals to provide funds to expand access to new housing options for area residents.
- (12) proposals recommended to receive the full amount of their project request.

Staff was directed to conduct an initial review and assessment of all 60 applications to ensure completeness and eligibility. The Review Committee deliberated on a first set of project proposals which fulfilled the requirements of the application and were rated accordingly. The group reviewed a second set of applications which minimally met the grant program's criteria but either lacked clarity, specificity, or did not meet the impactful expectations of the grant program guidelines. The committee chose three proposals from this second group to review and rate.

Applicants approved for funding will enter into a contractual agreement with the City which outlines general obligations and federal reporting requirements. Approved applicants will be required to complete a Beneficiary Agreement with the City to adhere to these requirements.

Goal/Focus Area/Action Item Addressed: Community Connection; Foster strong ties among government and community agencies.

| | |
|---|---|
| Amount Requested: $1,600,000 | Budgeted Item:<br>Yes ■ No ☐ |
| Fund(s) or Account(s): 482-901-982- | Budget Amendment Needed:<br>Yes ☐ No ■ |

Recommended Motion: I move to approve the list of eligible grant proposals for funding as provided by the City ARPA Community Grant program.

| | |
|---|---|
| Approvals:<br>Immediate Division Head ☐<br>Information Technology ☐<br>Other Division Heads ■<br>Communication ■<br>Legal Review ■ | Guest(s) Invited / Presenting:<br>Yes ☐<br>No ■ |

# CITY OF MUSKEGON
# AMERICAN RESCUE PLAN ACT (ARPA)
# COMMUNITY GRANT

## REVIEW COMMITTEE PROJECT RECOMMENDATIONS
**(22) PROJECT PROPOSALS**

**AUGUST 2, 2023**

# (22) RECOMMENDED PROJECTS

## Grant Program Timeline

**February 14, 2023**

City Commission authorized $1.6M from the City's allocation of American Rescue Plan Act (ARPA) federal stimulus funding for the creation of a city-sponsored ARPA Community Grant program. Eligible applicants included non-profit organizations, small businesses and each neighborhood association in the city. Grant requested amounts were in the range of $25,000 - $250,000.

**March 1 – 31, 2023**

Grant application period; 60 applications received.

**April – May, 2023**

ARPA Community Grant Review Committee established. Six members - Lawrence Baker (Ward 1), Leon Howard (Ward 2), Jennifer Sanocki (Ward 3), Nina Leask (Ward 4), Jonathan Seyferth (City Manager), and Sharonda Carson (Director, Community and Neighborhood Services). Two additional representative(s) were included, as advisors to the committee, from local Community Based Organizations.

**June, 2023**

Review Committee held four public meetings at City Hall on 6/5, 6/7, 6/22 and 6/29 to review all project proposals and submitted a slate of recommendations to the City Commission.

Grant program guidelines included - [https://muskegon-mi.gov/cresources/ARP-001-Grant-Application-Program-Guidelines.2.16.pdf](https://muskegon-mi.gov/cresources/ARP-001-Grant-Application-Program-Guidelines.2.16.pdf).

The Review Committee used a multi-step process to review and evaluate all applications. The committee referred to the questions, below, from the list of application evaluation criteria on which to base their selected scores. Projects were ranked by the cumulative average of each members scores.

- Is the project description and budget clear and well-defined?
- Does the project include a capital expenditure?
- Does the project provide a description of structure and objectives of the assistance program(s), including public health or negative economic impacts experienced?
- Does the project identify service outcomes for residents disproportionately impacted by the COVID-19 pandemic (e.g., communities of color, people with disabilities, low-to-moderate income residents or elders)
- Brief description of recipient's approach to ensuring that the response is reasonable and proportional to a public health or negative economic impact of COVID-19?
- What is the project's sustainability (e.g., one-time v. recurring cost)?
- Is the project capable of being completed within the ARPA timeline requirements services?
- Has applicant previously partnered with or assisted other community organizations to provide needed services?
- Is the project aligned with Commission's 2022-2027 Long Term Goals?

The Review Committee recommended (22) project proposals for the Commission's consideration.

- (4) neighborhood associations, (5) small businesses and (13) non-profit organizations.
- (12) recommended Women- and Minority-Owned Businesses/Organization proposals.
- (8) proposals to provide funds for the direct benefit of community youth.
- (3) proposals to provide funds to expand access to new housing options for area residents.
- (12) proposals recommended to receive the full amount of their project request.

Applicants approved for funding will enter into a contractual agreement with the City which outlines general obligations and reporting requirements. Approved applicants will be required to complete a Beneficiary Agreement with the City to adhere to federal reporting requirements.

**August, 2023**

City Commission meets to review and approve project proposals.

| RATED PROJECT PROPOSALS | (45) Total Pts | Requested | Recommended | Funded | $0.00 | | | |
|---|---|---|---|---|---|---|---|---|
| **Organization** | **Average** | **$2,875,000.00** | **$1,600,000.00** | | | | | |
| AgeWell Services* | **42.3** | $25,000.00 | $25,000.00 | 100.00% | | nonprofit | 13 nonprofit's | |
| Every Woman's Place* | **41.5** | $120,000.00 | $120,000.00 | 100.00% | | nonprofit (housing) | 4 NA's | |
| MI Crossroads Council, BSA | **40.2** | $25,000.00 | $25,000.00 | 100.00% | | non-profit (youth) | 5 small businesses | |
| Samaritas | **39.8** | $250,000.00 | $100,000.00 | 40.00% | | nonprofit (housing) | 22 recommended | |
| NA McLaughlin | **39.7** | $250,000.00 | $100,000.00 | 40.00% | | NA (youth) | | |
| Seaway to Southern LLC | **39** | $50,000.00 | $0.00 | 0.00% | | created after March 2020 | | |
| NA Nelson Neighborhood Improvement Association* | **38.7** | $168,000.00 | $100,000.00 | 59.52% | | NA (youth) | | |
| West Michigan Concert WINDS | **38** | $50,000.00 | $50,000.00 | 100.00% | | non-profit (youth) | | |
| Pioneer Resources, Inc.* | **37.3** | $200,000.00 | $150,000.00 | 75.00% | | nonprofit | | |
| Volunteer for Dental* | **37.2** | $50,000.00 | $50,000.00 | 100.00% | | nonprofit | | |
| Muskegon Christian School | **37.2** | $175,000.00 | $175,000.00 | 100.00% | | non-profit (youth) | | |
| West Michigan Symphony | **37** | $200,000.00 | $100,000.00 | 50.00% | | non-profit (youth) | | |
| Unity Beauty Salon & Spa LLC* | **36.3** | $50,000.00 | $50,000.00 | 100.00% | | small business | | |
| Tiki Boiz LLC | **36** | $50,000.00 | $50,000.00 | 100.00% | | small business | | |
| Rake Beer Project LLC | **35** | $25,000.00 | $25,000.00 | 100.00% | | small business | | |
| Kids Food Basket* | **34.8** | $250,000.00 | $100,000.00 | 40.00% | | non-profit (youth) | | |
| Mount Zion Church of God in Christ | **34.5** | $37,000.00 | $37,000.00 | 100.00% | | non-profit (youth) | | |
| Boys and Girls Club* | **34.3** | $250,000.00 | $50,000.00 | 20.00% | | non-profit (youth) | | |
| Open Gates of Grace Ministries* | **33.3** | $250,000.00 | $100,000.00 | 40.00% | | nonprofit (housing) | | |
| Soul Filled Enterprises* | **33.2** | $100,000.00 | $100,000.00 | 100.00% | | small business | | |
| Servicios De Esperanza LLC* | **33** | $25,000.00 | $25,000.00 | 100.00% | | small business | | |
| Mediation & Restorative Services | **31.7** | | | | | non-profit (youth) | | |
| Aldea Coffee LLC | **31.3** | | | | | small business | | |
| HBCU Club of Muskegon LLC | **30.8** | | | | | small business | | |
| MMA Foundation | **30.5** | | | | | nonprofit | | |
| Forrest Tax & Accounting Services | **30.5** | | | | | small business | | |
| NA Sheldon Park Neighborhood Improvement Association | **30** | $25,000.00 | $8,000.00 | 32.00% | | NA | | |
| 490 Bakery LLC | **29.7** | | | | | small business | | |
| Viking Custom Canvas | **29.4** | | | | | small business | | |
| Fresh Coast Alliance | **28.8** | | | | | nonprofit | | |
| Central United Methodist Church | **27.7** | | | | | nonprofit | | |
| NA Jackson Hill* | **27.3** | $250,000.00 | $60,000.00 | 24.00% | | NA | | |
| Muskegon Retirement Apts, Inc dba Jefferson Towers | **26.5** | | | | | nonprofit (housing) | | |
| Stand Up Speak Out | **25.2** | | | | | non-profit (youth) | | |
| Linda E. Dennie-Malone Community Center | **23.5** | | | | | nonprofit | | |
| Muskegon YMCA | **23** | | | | | nonprofit | | |
| Embrace Muskegon_Books | **21.2** | | | | | small business | | |
| USS Silverside Submarine Museum | **20.6** | | | | | nonprofit | | |
| Bethany Christian Services | **16.3** | | | | | nonprofit | | |
| Elite Fine Foods and Catering | **14** | | | | | small business | | |

**NOTE* - women- and minority owned business/org**

**NOTE - The Review Committee established a "cut off" line of funding between the Servicios De Esperanza LLC & Mediation and Restorative Services projects. It was at that point where there was more than (1) point of separation between applicant scores.**

| UNRATED PROJECT PROPOSALS | | |
|---|---|---|
| **Organization** | **Requested** | |
| Bethel New Life Ministries | $ | 25,000.00 |
| Chalet House of Flowers | $ | 250,000.00 |
| Dennis Childers | $ | 25,000.00 |
| Kraai Development LLC | $ | 200,000.00 |
| Lake Hawks in Flight Foundation Inc | $ | 250,000.00 |
| Lakeshore Legacy Project, Inc | $ | 75,000.00 |
| Lakeshore Museum Center | $ | 250,000.00 |
| Link2Launch | $ | 25,000.00 |
| Monday Impact Development | $ | 200,000.00 |
| Muskegon Housing Commission | $ | 34,500.00 |
| Operation Black Sheep the John McClurg Foundation for Vietnam Veterans | $ | 50,000.00 |
| Rjae's Trucking Company | $ | 70,000.00 |
| Step Up | $ | 75,000.00 |
| Thredz | $ | 250,000.00 |
| Torrent House - Community Foundation | $ | 250,000.00 |
| Torrent House - Hackley Public Library | $ | 250,000.00 |
| Transformative Threshold LLC | $ | 75,000.00 |
| USS LST 393 Preservation Assn, Inc. | $ | 75,000.00 |
| West Michigan Community Help Network | $ | 100,000.00 |
| West Michigan Regional Medical Consortium | $ | 125,000.00 |
| | | |
| | | |
| **NOTE - The above applications were reviewed for completeness and eligibility. However, they were not rated by the Review Committee based on insufficient responses provided to questions in the application.** | | |

## AgeWell Services of West Michigan

### Project Name

Eliminate Organizational Barriers to Meet Unprecedented demand for AgeWell Services' Meals on Wheels Program

**Requested** $25,000 **Total Project Cost** $114,415

### Executive Summary

To eliminate barriers our organizational infrastructure is currently experiencing due to lack of freezer space, which is ultimately hindering us from meeting unprecedented demand for our Meals on Wheels (MOW) program. To produce meals, we need adequate walk-in freezer space. We produce an average of $1,600 meals per day in a 38 x 111 kitchen with one walk-in freezer and one walk-in cooler; however, we're limited how far we can prep in advance and what we can do with any leftover prepared food due to our small walk-in freezer at capacity. Organizational infrastructure increases our ability to meet unprecedented demand for the MOW program to provide food security, healthy food and social connection for homebound adults 60 and older. We have one objective – complete construction of outdoor freezer. The overall dimensions of the new outdoor freezer would be 19' 3" long x 13' 6" wide x 8' high.

We have six desired outcomes. First, continue to meet the current MOW program demand. Second, decrease food waste by 5% with the addition of a second freezer. Third, decrease food spending by 5% with the addition of a second freezer. Fourth, add new participants to the MOW program. Fifth, 70% of all MOW participants will report feeling more food secure on the MOW program. Sixth, 70% of MOW participants will report decreased or maintained feelings of social isolation and / or loneliness while on the MOW program. If awarded, funds will be spent on construction of the walk-in freezer.

### Purpose of Grant

Statement of Needs / Problems to Be Addressed
Meals on Wheels America (MOWA) recently shared that 12,000 Americans are turning 60 years old each day; 1 in 3 Americans are projected to be 60 years and older by 2060. In seven years, by 2030, 1 in 6 Americans are projected to be 60 years and older. Narrowing to our Narrowing to our three services counties, U.S. Census Bureau 2020 facts reported that 24% of Muskegon County residents, 29% of Oceana County residents and 21% of Ottawa County residents are 60 and older. Of those, 9.1% of Muskegon County residents, 9.1% of Oceana County residents and 5.1% of Ottawa County residents live at or below 100% of the federal poverty level. For reference, the 2023 Health and Human Services Federal Poverty Guidelines for one person is $14,580 annually. This equates to $1,215 per month. Increased demand for the MOW program began during the pandemic and has grown to unprecedented levels. It's important to note that due to the nature of our funding sources, the below data compares all funding sources (i.e. grant funded explained next, Medicare Waiver, full-pay, etc.) and then narrows to grant funding (i.e. Older Americans Act Title III, Muskegon County Senior Millage, etc.). Between Oct 1, 2022 – Feb 28, 2023, we've provided 119,891 total meals for 1,388 participants through all funding sources. This is 14% more meals and 8% more participants when compared to Oct 1, 2021 – Feb 28,

2022. Narrowing to grant funded participants only during the same time frame, we've provided 94,315 total meals for 1,169 participants. This is 21% more meals and 11% more participants when compared to Oct 1, 2021 – Feb 28, 2022. Narrowing even further to City of Muskegon (zip codes 49440,49441 and 49442 appropriately differentiated) during the same time frame, we've provided 33,356 total meals for 363 participants through all funding sources. This is 10% more meals and 5% more participants when compared to Oct 1, 2021 – Feb 28, 2022.

The purpose and ultimate goal of this grant request is to eliminate barriers our organizational infrastructure is currently experiencing due to lack of freezer space, which is ultimately hindering us from meeting unprecedented demand for our Meals on Wheels (MOW) program. The gap this grant would bridge is where we currently are to where we need to be with organizational infrastructure. Organizational infrastructure increases our ability to meet unprecedented demand for the MOW program to provide food security, healthy food and social connection for homebound adults 60 and older.

- First, regarding food security, a March 2022 University of Michigan survey reported that 1 in 5 older Americans will experience food insufficiency at some point in their 60s and 70s. There are many reasons why someone might experience some form of food insecurity, but one of them is income. In Michigan, the MOWA 2021 Michigan factsheet reported that 9.1% of older adults live below the poverty line. In our service counties, 55% of our current MOW grant funded participants have an income less than $19,999. A MOW meal ensures that participants receive meals on a timely basis.

- Second, in direct correlation to food security, lack of healthy food can also be a barrier or challenge. Individuals who lack access to healthy foods potentially access and prepare foods that are too high in carbohydrates, sodium and fats. At a time when food prices, according to the USDA Food Price Outlook, was 10% overall higher in 2022 compared to 2021, food, let alone healthy food, is quickly becoming (and continues to be) financially unobtainable. Every meal we provide follow the USDA My Plate recommendation, which provides 1/3 of the daily recommended dietary allowance. Additionally, every meal is diabetic friendly, contains no added sodium and includes one low fat milk. Participants are able to choose from three different menus – hot meal, sandwich and salad – for the meal they would most enjoy. Unfortunately, without an outdoor freezer, we're limited to what we can purchase when available and frequently have to update our menu to accommodate what we can purchase due to the volatile supply chain.

- Third, social isolation and loneliness has become a crisis for our participants. 49% of our current MOW grant funded participants live alone. 60% of our MOW participants report that their driver is their only social contact for the day. The 2021 Community Health Needs Assessment shared that 42% of Muskegon County and 39% of Oceana County older adult survey respondents reported feeling lonely directly due to the pandemic. We know that loneliness is as damaging to health as smoking 15 cigarettes a day and is detrimental to physical, mental and emotional health. Every meal delivery provides a safety check.
Organizational Capacity and Ability

For the last 50 years, we have provided vital connections to keep our most vulnerable population nourished, active, learning and living independently. We have a legacy of service in Muskegon County for our programs, especially Meals on Wheels. With a dedicated community and passionate team, our capacity and ability to provide the programs are clear, but our infrastructure capacity is maxed. We are in critical need of this new outdoor walk-in freezer due to unprecedented demand of the MOW program.

## Project Goals, Outcomes, Action Plans and Statement

The goal of the project is to eliminate current organizational barriers due to lack of freezer space to better meet the demand for unprecedented need for our Meals on Wheels program to provide food security, healthy food and social connection for homebound adults 60 and older in Muskegon, Oceana and Ottawa Counties of West Michigan.

To meet our above goal, the purpose of the project is to build a second walk-in freezer. We have six desired outcomes. First, continue to meet the current Meals on Wheels (MOW) program demand. Second, decrease food waste by 5% with the addition of a second freezer. Third, decrease food spending by 5% with the addition of a second freezer. Fourth, add new participants to the MOW program. Fifth, 70% of all MOW participants will report feeling more food secure on the MOW program. Sixth, 70% of MOW participants will report decreased or maintained feelings of social isolation and / or loneliness while on the MOW program.

To meet our above goals and outcomes, we have one objective – complete construction of outdoor freezer. The overall dimensions of the new outdoor freezer would be 19’ 3” long x 13’ 6” wide x 8’ high. Our action plan is described in the timeline for implementation below. The MOW program is an ongoing program of AgeWell Services; however, an outdoor freezer is new for AgeWell Services.

## Other Partners in the Project and Their Roles

Tanglewood Park is owned by LifeCircles PACE (Program of All-Inclusive Care for the Elderly) who 100% supports the construction of an outdoor freezer. We will also partner with a local construction company. We also have outlined additional financial support we’ve received in support of the freezer.

Outside of the project specifically, collaboratively, we work with organizations to spread the word about our organization and programs. These partners include, but are not limited to, organizations who work directly with older adults (such as Senior Resources of West Michigan, LifeCircles PACE, etc.), CALL 2-1-1 (Community Access Line of the Lakeshore) and health care facilities (including Mercy Health, primary care offices, etc.). These organizations help promote the program to their clients and patients, make referrals for our services and some also financially support the program (such as Senior Resources of West Michigan, LifeCircles PACE and United Way of the Lakeshore). If appropriate, we’re also able to provide resources for participants to learn more about the above-mentioned programs. We also have well established vendor relationships, such as Gordon Food Service (GFS), Cedar Crest Dairy, Muskegon Farmer’s Market, etc.

## Similar Existing Projects / Agencies, Agency Differentiation and Effort to Work Cooperatively

We are the only Meals on Wheels provider in Muskegon, Oceana and Ottawa Counties of West Michigan. Another program that provides meals is Mom’s Meals. These meals are either refrigerated and / or frozen and shipped. Our meals are meals are made daily and personally delivered by a team member and / or volunteer who builds a meaningful relationship with our participants.

## Active Involvement of Participants

There are many opportunities at AgeWell Services for constituents to support problems to be addressed, making policy and planning the program. First, we work with the communities to better understand their need. For example, through Muskegon County Senior Millage (MCSM) funding, municipalities are able to allocate some of that funding to different older adult oriented organizations. Through these partnerships, we strategize with the municipality to better understand their constituents needs before offering any programming. Second, the Board of Directors is comprised of 10+ individuals, some of whom are 60 and older or work with older adults. Third, our programming advisory committee is comprised of community members to help with programming. Fourth, we have excellent repour with all of our participants and consistently ask for feedback, especially through surveys. Sixth, participants cane donate towards the cost of their meal, which is known as program income. We make it very clear that while donations are welcome, they're not required to receive services.

Qualification of Key Staff and Volunteers and Specific Training Needs
Both the Food and Mission Services teams highlighted below work together to ensure success of our food programs. The Food Services team focuses on food quantity and quality. This team is comprised of 53 total team members (11 full-time and 42 part-time). These team members include delivery drivers, dishwashers, meal preppers, certified trainer, Transportation Manager and Food Service Director. Team members work in a 38 x 111 kitchen to prepare over 1,600 daily weekday meals. Meals for Meals on Wheels participants are trayed; meals for Lunch & Activity Center participants are congregate style (must be put on plate). Paid and volunteer delivery drivers deliver meals for both food programs.

The Mission Services team focuses on the participants and program standards. This team is comprised of 21 total team members (7 full-time and 14 part-time). These team members include Meals on Wheels Assessors (complete participant assessments and re-assessments), Meal Site Coordinators, Program Assistant Lead (participant support), Meal Site & Assessor Manager, Mission Services Senior Manager and Mission Services Director.

While not necessarily an official member of either team, our Volunteer Coordinator supports all volunteers, ranging from running required background checks to managing VolunteerHub.

There are no specific training needs for this project.

Long-Term Strategies for Future Funding
We anticipate sustaining the MOW program and new freezer with current and new funding sources. Current support includes federal, state and local government support, Medicaid Waiver, United Way of the Lakeshore, program contributions and other charitable grants. New funding sources would be additional program contributions and charitable grants.

Compliance with ARPA Final Rule
Through the COVID-19 pandemic, AgeWell Services' MOW program never shut down. Due to the nature of our work, MOW was considered an essential program. Increased demand for the MOW program began during the pandemic and has continued to increase. For effective service delivery, the new outdoor walk-in freezer is critical in not only meeting the current demand, but the future demand. For capital expenditures, our project is related to public health with capital expenditures less than $1 million. We have a long-standing history of positive compliance with government funding and have received unqualified opinions on both our standard and federal single audits for many years. We're positive we will maintain compliance with the ARPA Final Rule would be the same.

## Evaluation

"Outcomes will be measured through both quantitative and qualitative metrics. Quantitatively, we monitor an array of information. In addition to tracking almost everything that the back of a restaurant does, such as food cost, food waste and inventory, we also track other information. This includes, but isn't limited to, number of participants, number of meals per participant, number of meals cumulatively provided, funding source for participant and other services recommended and / or discussed. Specifically for the MOW participant, we complete an assessment that helps determine how many meals they're eligible to receive per week and if there are any other supports needed, as well as a re-assessment of this every six months.

The assessment includes client identification, general information (including self-identified demographics, monthly income, condition of home and military service), program eligibility (60 years of age and older and homebound), Activities of Daily Living (ADL's), Instrumental Activities of Daily Living (IADL's), dietary information, nutritional information and health information. This may seem like a lot of information, but this helps us identify if other services are needed or if there are dietary preferences (i.e. doesn't like fish). The re-assessment will help track our fifth and sixth objectives of this funding"

## Budget Narrative/Justification

Other Funding Sources

We have requested and / or committed funding from the following funders for the outdoor freezer –

- United States Department of Agriculture (USDA) Local Food Purchase Assistance (LFPA) Cooperative Agreement Program – $75,000 (committed)
- Anonymous Family Fund Funder – $10,000 (committed)
- Anonymous Individual Funder – $1,000 (committed)

Priority Items
If unable to meet our full request, either the concrete pad ($3,886), refrigeration components for the outdoor freezer ($8,950) or construction inflation ($10,000) would be priority items.

## Every Woman's Place

**Project Name**

COVID Safe Services

**Requested** $120,000 **Total Project Cost** $120,000

**Executive Summary**

For over 45 years, Every Woman's Place (EWP) has been a place of healing and support for survivors of domestic violence, sexual assault, and sex trafficking in Muskegon County. Our mission is to provide comprehensive and culturally sensitive care to all survivors of intimate partner violence. We are asking for $120,000 to help furnish and equip our emergency shelter and transitional housing units with COVID-friendly amenities to mitigate the spread of coronavirus, encourage social distancing, and be better prepared for future outbreaks.

City of Muskegon ARPA funding will help EWP mitigate the spread of COVID-19 by upgrading our current residential and office spaces to include COVID-friendly amenities. With more survivors returning to shelter and attending in-person advocacy and counseling sessions, EWP is in need of COVID-friendly furniture that is easy to clean and sanitize after every advocacy session and counseling appointment. Our current seating is not easily disinfected. This would allow us to purchase seating that is industrial grade and made for higher use, therefore not ripping and all surfaces of furniture would be easily disinfected.

Our playground equipment offers opportunities for children to get outside and play at safe social distances. We encourage parents and children to go outside and play together, which alleviates overcrowding in the shelter common areas and encourages social distancing. The current playground equipment and children's playsets that we have are wooden and not easily sanitized. This funding would allow us to upgrade our outdoor and indoor playground equipment, children's playsets, and children's seating to be plastic and easily disinfected.

Previous ARPA funds through the State of Michigan allowed us to purchase vinyl flooring for several areas in our main office building, including residential and administrative spaces. City of Muskegon ARPA funding would help us finish removing the remainder of carpet from office spaces, including the walk-in services areas, and install vinyl flooring that can be easily disinfected to prevent the spread of COVID-19. Vinyl flooring can also remove barriers for people with disabilities who use wheelchairs and other mobility-related assistive devices.

The onset of COVID-19 prevented us from gathering in-person for meals in our dining room, and ultimately resulted in the loss of our Cook position. As we return to preparing food in the kitchen and hiring a Cook to provide meals, we are looking forward to gathering together again in our dining area. However, we want to continue to encourage social distancing to mitigate the spread of COVID-19. Dining room tables and chairs made from materials that can be easily disinfected will allow us to keep safe and necessary distance.

While many staff and survivors have returned to in-person advocacy and counseling sessions, there is still a need and preference for virtual meetings to mitigate the spread of COVID-19. Laptops for advocacy and counseling staff would allow more employees to work remotely with a COVID diagnosis instead of having to miss work and potentially lose pay. Virtual meetings and electronic correspondence encourage employees to work from home if they are exposed to COVID. EWP is committed to preventing the spread of coronavirus by allowing employees to stay home and stay safe while still being able to work from home and provide essential services for survivors.

Health and safety is a critical component of operating residential services and shelter programs. Maintaining the cleanliness and upkeep of the shelter falls in the hands of our Residential Staff, including Crisis Intervention Specialists and Crisis Aides. These are the folks who are also assisting clients, answering the 24-hour Crisis Hotline, and attending to daily needs of shelter residents and their children. ARPA funds would allow us to hire a professional cleaning company that will help us keep common areas clean and maintain a regular sanitation schedule to prevent the spread of COVID-19.

Housing has been difficult to obtain since the COVID pandemic and individual rental units have been hard to come by. EWP recently entered into a lease with Living Hope Properties, LLC to renovate and lease a 5-unit communal living facility for our Transitional Supportive Housing (TSH) program. This will allow EWP to keep our TSH budget balanced while still helping as many clients as we are able post-pandemic. It also creates a safe and supportive environment for five single transitional housing clients to live together in community as they work toward affordable and sustainable housing goals. ARPA funding will allow us to furnish this 5-unit home with furniture and amenities that are easily disinfected to prevent the spread of COVID-19 and keep highly trafficked areas clean and sanitized.

Overall, the City of Muskegon ARPA funds would have a significant impact in reducing the spread of COVID-19 by helping EWP maintain COVID-friendly services by equipping our offices, shelter, and transitional housing units with furniture and equipment that is easily cleaned and sanitized. ARPA funding will also help our agency continue to encourage social distancing and be better prepared for future outbreaks while still being able to provide essential services for survivors. This project also aligns with the City of Muskegon's long term strategic goal to create an environment that puts an emphasis on improving amenities and investing in the traits that positively affect residents' quality of life.

Finally, EWP's COVID Safe Services proposal meets the City of Muskegon ARPA funding priority goals by supporting the public health and economic needs of those most impacted by the pandemic, addressing the longstanding health and economic disparities amplified by the pandemic, and removing barriers for disproportionately impacted residents who have historically experienced difficulty accessing resources.

## Purpose of Grant

COVID Recovery & Prevention

## Evaluation

Success will be defined and measured by the ability to complete the outlined milestones listed above. Evaluation results will be shared with the community through public announcements, highlights in our annual report, and recognition on our website and social media channels. Involvement of constituents will include EWP's staff, volunteers, and clients.

**Budget Narrative/Justification**

The budget and plan outline how each budget item relates to the project and how the budgeted amount was calculated. In the event that the City of Muskegon ARPA funding is unable to meet our full request, the following is a list of priority items:

Outdoor Children's Playground Equipment
Indoor Children's Play Equipment/Seating
Shelter/Counseling Seating
Vinyl Flooring
Laptops for Staff
Transitional Housing Furnishings
Professional Cleaning Company
Dining Room Furnishings

## Michigan Crossroads Council, Boy Scouts of America

**Project Name**

Building Capacity for Scouting in the city of Muskegon

**Requested** $25,000 **Total Project Cost** $38,500

**Executive Summary**

During some of our country's most challenging hours, our Scouting movement has shouldered the burden when it was too heavy for many communities to bear. As in previous crises, the Boy Scouts of America has stepped up to meet the challenge, and that continues today. Scouting may look a little different than what we are used to, and will continue to do so as we navigate the ongoing challenges wrought by the COVID-19 pandemic. However, our mission has not changed. We are committed to doing whatever it takes to prepare Muskegon youth to lead, make ethical decisions, and succeed throughout their lives. That is what Scouting has always been about. Our culture is one of perseverance and determination. Our foundation is that of always being prepared.

We have a collective responsibility to make sure kids are healthy, safe, and thriving – especially during challenging times. As parents and caregivers continue to grapple with balancing work, childcare, and self-care, they need extra support from community organizations such as the Boy Scouts of America to keep their families well.

The purpose of this capacity project in the city of Muskegon is to divert the necessary resources to a community ripe for the benefits of the Scouting program. In the city of Muskegon we currently provide a Council subsidized program called Scoutreach, with previous efforts to start new, traditional, community based units unsuccessful due to the initial start up costs of new units and new membership fees. At a cost of $135 per year, Cub Scouts and the other programs of the BSA are among the most affordable year-round youth programming. However, new families do not have the benefit of having raised funds through the annual popcorn sale to cover the costs of joining.

As the world continues its march toward "normal", a community like the city of Muskegon needs Scouting as a tool to help kids rediscover free play, family activities, and outdoor sports. This initiative will support the community accomplish the following:

Youth recruitment: recruit and enroll new families into Scouting, engaging parents and kids in a structured, safe environment. Provide financial assistance to ensure there are no barriers for families to join, including: registration and program fees, unit charter fees, and sickness and accident insurance.
Unit program: deliver financial and professional support to help establish he unit and it's program. Guarantee that all youth enrolled receive a handbook, and have access to camp scholarships to help offset the cost of attending a summer camp.

Support to Scout Units: professional and volunteer support to recruit and train new adult volunteers for the units, including nationally developed program handbooks for adult leaders, and Council supported adult leader training to ensure pack program is high quality.

Expanding Scoutreach: hire an additional program aide to introduce more youth to Scouting, partnering with additional schools and community organizations to deliver our programs.

**Purpose of Grant**

As the world continues to navigate the effects of the COVID-19 pandemic, the Boy Scouts of America has been a steady partner for families grappling with the emotional and mental toll that has resulted from more time indoors and isolated: virtual classes, online hang outs, and declining participation of youth in extracurricular activities. The effects of the pandemic on youth have raised alarm bells across the world, including our own US Surgeon General issuing an advisory on the pandemic's impact on youth mental health. To help support parents and guardians in their efforts, organizations such as the Boy Scouts of America are needed now more than ever. For over 100 years, the Boy Scouts of America has stood as the nation's foremost youth program of character development and values-based leadership training. Our goal is to teach timeless values, strengthen leadership skills, and guide our youth on their journey to adulthood. At the center of all our programs is the dedication to developing the youth of our country into educated, enlightened, and responsible citizens.

Membership recruiting in the post-pandemic era has been a challenge. Organizations of all types are faced with the task of rebuilding themselves and their membership rosters. Three years out from the onset of the global crisis, we are still facing significant obstacles to enrolling new families: limitations on school access, constricting family budgets, and communities with no existing Scout units, are just some of the most significant hurdles we face. However, we are hopeful for brighter days ahead. In2 022, the Michigan Crossroads Council, Boy Scouts of America grew Scouting across the lower peninsula, by investing in a branded member growth campaign, Hooked on Scouting. The growth in Scouting membership in 2022 distinguished our Council as a national leader in recruitment. As an organization we recognize there are more youth in need of the benefits the Scouting program can offer and continue to make membership a year-round focus. With a key investment in our ability to build capacity in Muskegon, we can build up much of what was lost in the last three years, and serve more youth with our time-tested character development programs.

Funding from the City of Muskegon ARPA Community Grant will provide significant resources to help our Council overcome many hurdles to serving youth. In Muskegon, we have two approaches to meeting our objectives: traditional, community based Scouting, and Scoutreach. Traditional Scouting utilizes partnerships with community organizes such as churches, service clubs, and veteran organizations, to "charter" or sponsor a local Scout unit, organize parents and volunteers, and deliver the program in an out of school experience. However, not every child or family is in a community or position to take advantage of such programming. Therefore, our Council invests in the Scoutreach program, which takes Scouting directly to underserved youth with in-school or after school opportunities. This program is delivered by paid program aides, and delivers the Scouting experience for little to no cost to the family.

While serving hundreds of youth through Scoutreach with Scouting lessons, Scoutreach was never intended to be the final stop on a youths' journey in Scouting. It's original purpose was to introduce youth and families to the Boy Scouts of America through in-school programming, in hopes to generate enough excitement and interest to transition youth into a traditional unit. Our goal is to not only expand our Scoutreach programming in the city of Muskegon, but utilize partnerships across the area to establish traditional units and deepening the experience and impact youth benefit from in our programs.

Funding from the grant will cover the following costs associated with building capacity: youth and adult membership registration fees; liability insurance and accident and sickness insurance; program materials and supplies (handbooks, uniforms, pinewood derby materials, etc.); additional Scoutreach program aides; and camp registration assistance.

The Michigan Crossroads Council is responsible for the overall administration of the Scouting program, which includes organizing new units, recruiting new youth and adult members, guiding program delivery and ensuring quality through leader training and support, assisting with youth retention, leading District and/or Council-wide Scouting activities, and providing outdoor programming. The Lakeshore District (which serves youth in Allegan, Muskegon and Ottawa counties) is supported by one full time District Executive, a Field Director and over 200 adult volunteers. Muskegon Scoutreach is also served by one full time District Executive, and supervised by a Field Director. Staff qualifications include Scouting experience, camp experience and completion of educational requirements. District Executives and Field Directors receive extensive leadership, youth development and unit support training through Boy Scouts of America's national professional development center. Their responsibilities in this effort include: recruiting new youth members and provide support to new Scouting units; provide tools to assist unit in their annual program planning; develop Scoutreach curriculum utilizing the goals and feedback of program partners and schools; and cultivate community advocates to help identify solutions to recruitment challenges and connect to prospective new charter partners.

Scouting volunteers assist in a variety of roles at all levels of our Council. For the capacity building campaign, they will be responsible for: developing their annual program calendar and budget to ensure a quality unit; develop a unit recruitment plan and collaborate with District Executive in recruiting new youth members; host Join Scouting Night; onboard new families by inviting them to participate as volunteers, and inform them of the annual calendar. Units have a New Member Coordinator to help transition new families in to the program in hopes of leading to greater membership retention. Expected activities of this initiative include, but is not limited to: annual program planning, presence at school open houses, school talks and/or assemblies, flyer distribution, social media promotion, Join Scouting Night, pack orientation meeting, and Council Signature Event.

The community will benefit from the increase in youth participating in Scouting. Scouting is a well-rounded program positively affecting every area of a young persons' life. Scouting encourages youth to achieve a deeper appreciation for others, including peers, parents and other adults. Early in their Scouting experience, boys and girls learn the value of serving others. The opportunity to participate in Scouting will help these youth develop a skill set and strength of character that will serve them throughout their lifetime and help them become the next generation of community change makers.

A study conducted by Harris Interactive (Values of Scouts - A Study of Ethics and Character, May 2005) shows that Scouting programs build youth mentally, physically, socially, and spiritually. The skills they learn in Scouting help them overcome obstacles and challenges with courage and character throughout their lives. Adults who were Scouts for five or more years as youth are more likely than those with no Scouting experience to:

· Graduate from high school (91 percent versus 87 percent);
· graduate from college (35 percent versus 19 percent);
· earn higher annual household incomes ($80,000 versus $61,000);
· value family relationships highly (81 percent versus 72 percent);
· have lifelong friendships (89 percent versus 74 percent); and

· believe helping others should come before one's own self-interest (92 percent versus 83)

Involving family and home is an important core value of Scouting. Whether a Scout lives with two parents or one, a foster family, or other relatives, the family is an important part of Scouting. Parents and adult family members provide leadership and support for Scouting programs and help ensure that youth have a good experience in the program.
Scouting fosters interaction and communication between parents and their children by creating shared interests and activities. Boy Scouts of America research shows that Scouting strengthens families in the following ways:

· 85% work together on Scouting projects;
· 83% talk together about meeting experiences ; and
· 91% say Scouting encourages togetherness in the simple act of riding together to
events.

The bottom line goal of the capacity building initiative is to start sustainable Scouting units to provide serve to youth in Muskegon. We believe that with the support of ARPA funding, we can accomplish the following goals and objectives:

- Hire one program aide to assist in effort to expand Scoutreach program.
- Based on pre-pandemic program partner data, we believe we could serve an additional 150 youth in four sites in the City of Muskegon in our Scoutreach programs.
- Establish new partnerships, or expand on existing partnerships, to develop traditional Scouting units in the city of Muskegon. There are currently no traditional Scouting units in Muskegon, so our hope is to start one Cub Scout pack and one Scouts BSA troop.

The Council collaborates with a wide variety of community organizations to sponsor or "charter" a Scout unit and provide quality programs. Each community organization that sponsors a unit tailors the program to the specific situation of their youth members. This keeps Scouting units at the neighborhood level allowing youth to build long-term relationships with local peers and adults creating a sphere of support they can turn to in time of need.

Responsibilities of chartered organizations include:
- Providing adequate meeting facilities.
- Providing quality leadership for the Scouting unit.
- Appointing a chartered organization representative to coordinate all Scouting unit operations within the organization.

Current Scoutreach partners in Muskegon include: Boys and Girls Club, Oakridge Upper Elementary School, Taking Back Muskegon, and Timberland Charter Academy. Our field team has been in discussions with the Boys and Girls Club to start a traditional unit.

While there are other youth serving organizations in the area that provide after school programs, many of these programs are recreational or on a drop-in basis as opposed to being a structured, curriculum-based program. Scouting is time tested and has been helping youth develop academic skills, self-confidence, ethics, leadership skills, and citizenship skills for over 100 years. Through this long history, we have developed research based best practices and proven methods of service delivery. We will be

utilizing these resources along with insight and guidance from our program partners to deliver a one of a kind program that is exciting, culturally relevant, and appealing to youth and families.
The Michigan Crossroads Council has taken several steps to mitigate the impact of the COVID-19 pandemic, and prepare for the worst should the economic situation in the nation sours.

First, in the summer and fall of 2020 members of our Development staff and volunteer Executive Board members collaborated in designing a new fund development campaign that launched in 2021. Called the "Leadership and Adventure for Tomorrow" drive, focusing on three pillars: 1. Securing our most loyal donors direct contributions early, and committing them to a five year pledge; 2. Asking our donors to consider a minimum $1,000 gift to our endowment fund to ensure our ability to weather another pandemic or financial crisis in the future; and 3. Starting the conversation with donors concerning legacy gifts and bequests to Scouting. Thanks to the success of this campaign, our Council has been able to secure five-year pledges from our friends of Scouting campaign, able to project $250,000 in direct contributions annually through 2025, allowing our Development team to focus on securing additional new or lapsed donors. This campaign has also raised an additional $200,000 for our endowment campaign, and provided an onramp to discussing legacy bequests with our donors.

Moving forward, there are additional steps being planned to help mitigate the above impacts. Those include:

-Closing three underutilized offices across the state to decrease our occupancy costs.
-Prefunding our popcorn sale using the revenue generated from the product sale from the previous fall. The income from the fall 2022 popcorn sale will be applied towards our 2023 budget, eliminating any uncertainty or risking unachieved sales goals to our budget from this important revenue source.
- Growing traditional membership will have a domino effect for our revenue and sustainability: increase in program fees collected, increase in number of Scouts selling popcorn, additional revenue from activity and camping fees, and income from Scout Shop sales.
- In the aftermath of the COVID-19 pandemic, our Council Executive Board launched an focus group to explore alternative revenue models for our businesses. Some of those ideas are budgeted to come online in 2023 including: expansion of Summit Leadership Program at Adventure Point; growth of non-Scout cliental utilizing D-Bar-A Scout Ranch as a premier equestrian destination in Michigan; and a Business and Group Development executive whose responsibility would be to market our camp properties and Adventure Point facility to outside groups.

The Michigan Crossroads Council, Boy Scouts of America will satisfy the requirements of the Final Rule, and will not utilize the city of Muskegon ARPA funds to pay settlements or other judgements, nor use the funds to pay debts or fees related to issuing debt. These funds will be temporarily restricted to the use of growing Scouting and serving youth in the city of Muskegon, and released in accordance to those associated expenses.

## Evaluation

The success of the program will be defined by the increase in youth enrolled through the end of 2024 through our Muskegon Scoutreach program, and establishing traditional units with community partners. Metrics used for evaluation include:

• Number of new Scouts enrolled between September 2023 and December 2024
• Number of new units started in 2023 and 2024

- Retention of youth during the 2024 unit renewal process
- Number of families that participate in fall Signature Council Event
- Number of program aides employed
- Number of program partners in traditional Scouting and Scoutreach

Feedback will also be requested from unit leaders on how to continuously improve our membership recruitment practices for the future. Volunteers will be invited to trainings and open forums to share best practices and get the latest updates in recruitment strategies and materials. Volunteers will also be welcome and recruited to serve on the District Committee, providing leadership and support to our membership growth campaigns, making them the content experts in helping us grow Scouting in Muskegon.

Evaluation results will be shared with district and Council volunteers and staff in an effort to improve upon and replicate project across the Michigan Crossroads Council. Our field staff meet regularly together for training and campaign planning, and will be able to work with one another to identify similar opportunities in their territories to test out partnering our traditional and Scoutreach efforts, using Scoutreach as an introduction to Scouting, and not the only option in their community.

## Budget Narrative/Justification

In case we are unsuccessful in receiving funding, our priority items will be supporting the development of the traditional units in the city of Muskegon. Currently we do not have any traditional units in the city, and have not had one since 2015. Providing membership registration assistance will be key to our efforts building new units in the city of Muskegon.

## Samaritas Affordable Living

### Project Name

Capital cost of building 53 units of affordable housing for adults 55+ earning between 30-70% AMI.

**Requested** $250,000 **Total Project Cost** $11,687,065

### Executive Summary

The City of Muskegon is working hard to solve the problem of affordable housing. Housing affordability affects us all, and as we have seen during the last few years, our seniors are especially vulnerable to rising rents and increasing construction costs.

Samaritas is likely known to you as a statewide faith-based provider of health and human services, including high quality affordable housing solutions for families, seniors, and the disabled. We have served Muskegon for decades. Samaritas is seeking financial support from the City of Muskegon to address unforeseen rising construction costs associated with Samaritas Affordable Living of Muskegon, located at 785 Spring St. This 53-unit project is significant for the City of Muskegon as it advances the City's strategic objective of increasing the supply of housing and provides needed senior housing for a growing population in the city.

Construction costs for the Samaritas Affordable Living Muskegon project increased 15.4% from $7.6M at the time of the MSHDA LIHTC application in April of 2020 to $8.7M when construction started in August of 2021. There were major disruptions and delays in the supply chain, COVID-19-related labor shortages, material and cost escalation.

These factors made it necessary for Samaritas to defer $95,000 of the Developer Fee and loan $1.16 million to the project while it sought additional funding sources, including various grants and donations. Among the resulting sources Samaritas has secured a 2021 Affordable Housing Program (AHP) award from the Federal Home Loan Bank of Indianapolis, a $460,000 grant. However there remains a $509,000 gap in our budget. The need for quality affordable housing for senior citizens is great and Samaritas has continued with the project in good faith that the needed funds will become available.

Your ARPA grant to Samaritas Affordable Living of Muskegon will immediately make a difference for Muskegon's most vulnerable community members. Veterans, those on fixed income, those with disabilities, those with steady but lower wage employment are often shut out of safe, high quality, affordable housing. These households are also those disproportionately affected by Covid-19. Your capital support will in turn create a minimum of 45 years of affordability for Muskegon residents, helping older adults access the amenities of downtown, and receive the service and support of a trusted non-profit partner like Samaritas.

Samaritas is a non-profit and has a strong track record in Muskegon and beyond, delivering affordable housing, services for children and families, and those with developmental disabilities for decades. Samaritas is looking forward to partnering with the City of Muskegon on future affordable housing projects and ask you to help us financially successful today in order to be part of creating solutions for Muskegon tomorrow.

## Purpose of Grant

Samaritas Affordable Living of Muskegon addresses the priorities of the City of Muskegon Vision 2027 Goal 2 Action items. Safe, affordable, high quality housing supply is a critical part of the growth and development of Muskegon for all residents. Samaritas has designed the project specifically for seniors, ages 55 and over. Some of them may be working in local retail, service, restaurant, or commercial businesses and desire easy access to their place of employment, along with entertainment in the vicinity. Some individuals may want to downsize and simplify their lives. Some may not have enough income to maintain a single-family home. They may have experienced a life-changing event such as divorce, death of a spouse, long-term physical disability, or chronic illness. They may spend a large amount of their income on health insurance, care, rehabilitation, and medication. The SAL Muskegon project will provide affordable housing for these residents and will also include shared community space to meet the need for socializing. By providing a high-quality, attractive independent living option for seniors in an affordable price range, the SAL Muskegon project will have a positive impact on the housing market in the City of Muskegon.

In order to be affordable, our 53 units project is restricted to those earning between 30- 70% of AMI with rents set at $402-$938 based on financial eligibility. All common area and apartment units have universal design features, basically barrier-free, and 8 units are fully accessible. An additional 8 units are reserved for those on the Muskegon Housing Commission wait list. This project enables households to live in well-situated, newly built, energy-efficient, rent-controlled apartments that have desirable amenities in the units, in the building, and in the surrounding neighborhood. These factors enable high-risk individuals and households to lower stress, gain greater socialization, achieve other goals including good health, and succeed in remaining in their apartments for many years. To create the housing that offers affordable rents to the community for 45 years, the cost of construction must be supported by tax credit equity, grants, and modest permanent hard debt. Due to Covid-19, project costs escalated jeopardizing the delivery of new affordable housing for Muskegon. The project team has relentlessly pursued additional capital sources and has successfully reduced large portions of the project financial gap. The ARPA capital allocation will help close the remaining gap and allow the project to succeed financially for Samaritas and the City of Muskegon.

## Evaluation

Samaritas provides annual satisfaction surveys to all of our residents in all of our communities. We take this feedback seriously. With onsite full time management, we have the opportunity to be available to our residents and meet their needs. We have grant funded service coordinators that bring programming into our community spaces and help connect residents to additional supports and relationships in the surrounding community.

## Budget Narrative/Justification

LIHTC applications are submitted to MSHDA for detailed review, ranking, and allocation of Tax Credits. Successful applicants sell the tax credits to a limited partner in order to raise capital for the project. Typically, proformas model a combination of tax credit equity, permanent mortgage, and if required, deferred developer fee. In between our successful tax credit award and closing on our construction project, costs escalated extensively due to the effects of COVID-19. Samaritas brought $1.16M from other areas of its mission in the form of a Sponsor Loan to close the project. We then pursued Affordable Housing Program grant funds from the Federal Home Loan Bank of Indianapolis, private donations like Mercantile Bank, the Muskegon Area Community Foundation, and ARPA funds at the City and State level. We were successful in our efforts to partially reduce our gap funds however without City of Muskegon ARPA funds Samaritas will have $509,000 of Sponsor loan to the project plus $95,000 of deferred developer fee that it will not likely ever recover through operations due to the way affordable housing is modeled financially. Samaritas as a whole is projecting a $7.8M loss this year due to Covid-19 related impacts on other mission areas. The ARPA grant is needed for us to continue making affordable living investments in the future.

Land Acquisition
Soft Costs
Finance
Hard Costs
Post Construction Uses

LIHTC uses are defined and limited by MSDHA program requirements when applying for and receiving tax credit equity for affordable housing projects. Our project contains MSHDA controlled and approved limits on General Requirements, Builder Overhead, Builder Profit, and Developer Fee. The budget for hard costs increased from $7.6M at the time of the MSHDA LIHTC application and approval in April of 2020 to $8.7M when construction started in August of 2021.This was caused by major disruptions and delays in the supply chain, Covid-19-related labor shortages, material and cost escalation.

## McLaughlin Neighborhood Association

**Project Name**

McLaughlin Neighborhood Improvements

**Requested** 250,000 **Total Project Cost** $278,019.36

**Executive Summary**

For years, the property which sits on the southeast corner of Terrace and Isabella which is now known as the McLaughlin Community Park had seven different homes on it. Over the years, those homes fell into disrepair and were eventually torn down. Neighbors grew tired of staring at the abandoned, trash-ridden lot across the street from where they lived and decided to begin caring for the property. After caring for the property for awhile, neighbors began to brainstorm on how the property could be used to bring neighbors together and how creating a green space on which neighbors could gather was a way for relationships to be built.

In 2008, the McLaughlin Neighborhood Association entered into a 30-year lease with the City of Muskegon for the maintenance and development of the property. Over the years, a playground, picnic tables, grills, a sprinkler system, a pavilion, a Harmony Park, a red brick memorial garden, and a gaga pit have been added to the property making it an even more appealing place for neighbors to gather.

For the past 15 years with the exception of '20, the Community Acting Towards Children's Health, C.A.T.C.H. Camp, a summer day camp has been held for those who have completed kindergarten through those who have completed 6th grade. In addition, 9th - 12th graders involved with Community enCompass' Youth Empowerment Program, YEP, and neighborhood adults have been employed as C.A.T.C.H. Camp leaders. And, 7th and 8th graders have served as volunteers with the kindergarten through 2nd graders.

In addition, on any given day you can drive by the McLaughlin Community Park and see a family celebrating a birthday and/or cooking out. And, there are kids playing on the playground and/or playing football in the area that has been intentionally left open as a sports field. On occasion, there are churches that gather at the Park for worship and families who gather for family reunions.

Our hope is to add new items to the McLaughlin Community Park. Up to this point, most of what has been added at the Park has been for able-bodied children. Even though we are wanting to do maintenance of the existing play structure and would like install a swing set for able-bodied children, we would also like to make the McLaughlin Community Park a place where teens, adults, and those who have some type of physical impairment want to be.

In light of this, we wanting to add an piece of equipment, a Thrive 450, that is geared for teens and adults to exercise on. (A Thrive 450 was added at Beachwood Park last year.)

We would also like to add an inclusive see saw which has a section on which someone who is wheelchair bound can transfer onto for a fun experience. Along these lines, we would also like to purchase an ADA approved portable restroom which would be kept at the Park year round. Currently, the McLaughlin Neighborhood Association rents a portable restroom from our Spring Dumpster Day through our Fall Dumpster Day. And, we would like purchase ADA compliant picnic tables to be placed under the pavilion.

In addition, we would like to replace the existing wooden fence that lines the McLaughlin Community Park with a new wooden fence as many of the slates and cross beams are rotted. We would also like to add a chain link fence from the existing wooden fence to the sidewalk on the east side of the park as currently there is no separation between the play structure and that borders the Park. There have been times when the neighbor's dog has gotten free and has scared children playing at the Park.

We would like to do at the Park is to install a kiosk on which the history of the Park could be displayed, neighborhood and City events could be advertised, and from which pamphlets could be picked up.

Two final things we would like to do at the Park is have a sprinkler system installed in one section of the Park that doesn't have underground sprinkling and repaint the wrought iron fence which lines part of the Park.

Again, all of these things would be done to make the McLaughlin Community Park inviting to people of all ages and levels of physical ability.

Since the McLaughlin Neighborhood Association is not only responsible for the development of the property but also the maintenance of the property, we would also like to purchase a new riding lawn mower. In addition, we would also like to purchase a motorized lawn mower as we currently do not have one and therefore have a lot of work that needs to be done with a weed wacker.

The last goal for our grant request is to make the section of the bike trail in the McLaughlin neighborhood that doesn't have lighting on it safer. As was done with the section of the bike trail that runs from Peck St. to Terrace St., we would like to have lights added to the section of the bike trail that runs from Terrace St. to Wood St.

## Purpose of Grant

At times, the core city of America's urban areas have been called the "hood". In some ways, this term is fitting because the sense of being a "neighbor" in these neighborhoods has been lost. The McLaughlin Neighborhood Association has taken an asset-based rather than a need-based approach in re-neighboring by creating a space where people of the neighborhood can come together.

According to the 2020 U.S. Census, the demographic breakdown of the McLaughlin Neighborhood was 45% African-American, 38% Caucasian, 15% Hispanic, 1% Native American, and 1% Other.

The McLaughlin Neighborhood Association would benefit from further developments at the Park in its efforts to re-neighbor the McLaughlin neighborhood because the Park would have elements which would attract people who typically wouldn't come to the Park such as children confined to a wheelchair, teens, and adults.

In addition, the purchase of the riding lawn mower and the motorized lawn mower will allow us to visually make the McLaughlin Neighborhood Park a place in which people want to gather.

And, the desire to install lighting along the section of the bike trail which runs from Terrace St. to Wood St. will hopefully result in more people to be willing to utilize the bike trail in the early morning and early evening. With the end goal of making those who live in the neighborhood healthier both physically and socially.

The president of the McLaughlin Neighborhood Association Randy Vander Weit who has experience is project management. In addition, there are other neighbors such as Bernadette Young, retired Parks Supervisor of the City of Muskegon, Tom Ohs, retired Facilities Manager for the Hume Home who would aid in making sure that those who are hired to complete the various projects do so.

As mentioned above, the hopes are to install a Thrive 450, an inclusive see saw, swings, new fencing, a kiosk, ADA approved portable restrooms and picnic tables, the wrought iron fence repainted, a section of underground sprinkling installed, a new riding lawn mower, a motorized lawn mower, and lighting on the section of the bike in the McLaughlin neighborhood that doesn't have lighting.

Adding these elements at the McLaughlin Community Park and lighting along the section of the bike path are ongoing efforts of the McLaughlin Neighborhood Association. As a neighborhood association, we are always seeking ways to make the McLaughlin neighborhood a more inclusive and safer place to live, play, work, and worship.

The McLaughlin Neighborhood Association would be contracting with Sinclair-Recreation for the installation of the Thrive 450, the inclusive see saw, and the swing set. We would be contracting with Family Fence Company for the replacement of the existing wooden fence and the addition of the chain link fence. The repainting of the wrought iron fence would be contracted to Gordon Painting, a McLaughlin business. Avdek Landscaping would install the underground sprinkling. The kiosk would be purchased from The Graphic House, a business just outside the McLaughlin neighborhood. Home Depot would be the place from which a riding lawn mower and a motorized lawn mower would be purchased. ADA approved picnic tables would be purchased through Pilot Rock and an ADA approved portable restroom from PolyJohn based on approval received from Brad Hastings, Advocacy & Certified ADA Coordinator for Disability Network West Michigan.

The discussion about what items to include in the ARPA grant application was discussed at the most recent McLaughlin Neighborhood Association meeting. In addition, being individuals who live, play, work, and worship in the McLaughlin neighborhood, we are engaged in on-going conversations with McLaughlin residents and hear what their desires are for the neighborhood.

There are no specific training needed to carry out the desire of the McLaughlin Neighborhood Association as all projects will be contracted out.

The long-term strategies for funding the maintenance of the new elements that would be installed are continued grant writing and fundraising efforts.

The final rule clarifies that recipients may use funds for programs, services, and capital expenditures that respond to the public health and negative economic impacts of the pandemic. Along these line, in March of '20, the McLaughlin Community Park was shut taped off from use due to the belief that COVID-19 could be transmitted through touching a surface that had been touched by some with COVID. The unavailability of the playground equipment to children who were not able to attend school, afterschool activities, weekend sports leagues result in further negative impacts on the physical health of children who live in the McLaughlin neighborhood. In addition, their social health was also negatively impacted as they were unable to gather at the Park with their friends. In addition, the social health of the parents of these children was also negatively impacted as the parents no longer where taking their children to the Park to watch them play. Finally, the mental health of both the children and the parents was negatively impacted as it has been shown that physical movement leads to better mental health as endorphins invigorate the mind. By adding new elements at the McLaughlin Community Park and lighting on the bike trail, there will be increased opportunities to reverse the negative mental, physical, and social impacts that occurred during the height of the COVID-19 pandemic.

## Evaluation

The plan for evaluating the success of the program will be dependent on whether or not the different contractors will be able to complete the projects for which they will be paid. The main barrier that may come in to play would be the availability of the product and the timeframe in which the contractor would have a crew available to do the work.

As with the pavilion that was built at the McLaughlin Community Park, we foresee certain elements of what we desire to do with the ARPA funds to be things that either the City of other neighborhood associations could duplicate. We are willing to share contact information and best practices with anyone who requests it.

The beauty of the project is that the evaluation of the project requires active involvement. We anticipate seeing an increase in activity at the McLaughlin Community Park and on the McLaughlin neighborhood portion of the bike trail and if we don't see an increase of use the evaluation would be that we did not listen well to our neighbors.

## Budget Narrative/Justification

The McLaughlin Neighborhood Association is able to put $5,000.00 toward completion of this project. In addition, we hope to secure funding from the Community and Neighborhood Services Department's NAM grant for a beautification project. Finally, we will be applying for microgrant project funding that is being offered through the Michigan Municipal League Foundation.

Priority list of projects:

1. Thrive 450, inclusive see saw, and swing set
2. Replacement of wooden fence
3. Installation of kiosk
4. Repainting of wrought iron fence
5. Purchase of ADA approved portable restroom and picnic tables
6. Installation of section of sprinkling system
7. Purchase of lawn mowers
8. Installation of lighting on the bike trail

## Nelson Neighborhood Improvement Association

**Project Name**

Growing Together- Transforming Community Gardens in Nelson Neighborhood

| **Requested** | $168,000 | **Total Project Cost** | $168,000 |
|---|---|---|---|

**Executive Summary**

The Nelson Neighborhood Improvement Association (NNIA) is applying for a grant in the amount of $168,000 from the City of Muskegon's American Rescue Plan Act (ARPA) to transform the three existing community gardens in the neighborhood. The COVID-19 pandemic has had a significant impact on the marginalized neighborhood, with limited access to fresh and healthy food. The gardens have been an important source of fresh produce for residents in the past, but due to the pandemic, they have not been able to operate at full capacity. The target population for this project is Nelson neighbors living in the community, primarily made up of low-income households that face economic, social, and environmental disparities.

The grant funds will help bridge the gap between the current state of the gardens and the desired outcome of creating a more sustainable, vibrant, and productive community space. NNIA Gardeners have strong organizational and leadership skills to manage the grant and coordinate with volunteers effectively. The project's goals are to transform the gardens, increase community engagement and participation, and provide education and resources to support sustainable gardening practices.

The project's measurable objectives include expanding the capacity of the gardens, improving their overall health, and creating a safe and welcoming space for all neighbors to come together, learn about gardening and healthy food choices, and build relationships with one another. The project plan includes enhancing the infrastructure and design of the gardens, adding new beds and composting efforts, and expanding the Club 188 Garden Class program for children.

The Nelson Neighborhood community garden has been a valuable asset to the community for several years. The garden provides fresh produce to local residents, serves as a space for community gatherings and events, and offers a valuable educational opportunity for children and adults alike. However, the garden has faced several challenges, including limited resources and accessibility.

To address these challenges, our team proposes a series of improvements to the community gardens, including the installation of raised garden beds, improved irrigation systems, and the addition of a composting area that will be well designed and attractive. These improvements will not only increase the productivity and accessibility of the garden but also promote sustainable and environmentally friendly practices.

Moreover, these improvements will have a positive impact on the built environment of the Nelson Neighborhood. The addition of raised garden beds and other improvements will enhance the visual appeal of the garden, creating a more attractive and welcoming space for neighbors. Additionally, the garden will serve as a model for sustainable urban agriculture practices, highlighting the importance of community gardens in promoting food security and environmental sustainability.

Overall, the proposed transformation to the Nelson Neighborhood community garden will help to address the challenges faced by the garden, increase its productivity and accessibility, and promote sustainable urban agriculture practices. These improvements will also have a positive impact on the built environment of the neighborhood, creating a more attractive and sustainable community space.
This project is ongoing and has been a valuable resource for the neighborhood, not just as a source of fresh produce, but also as a space for community building and education. The gardens contribute to the overall beautification and ecological health of the neighborhood by providing a green space and promoting the use of native plants.

The objective of the NNIA Gardens Committee is to build and maintain community gardens that provide fresh, healthy produce to the local community and promote sustainable living practices. We believe this improves the quality of life for residents in the Nelson neighborhood by creating accessible outdoor spaces for community members to gather and learn about gardening. Their goals include rebuilding three community gardens, creating accessible beds for individuals with mobility challenges, providing educational opportunities, and promoting community connections. NNIA Garden Committee is committed to sustainability, inclusivity, and community involvement, and aims to fund their projects through a combination of grants, donations, and membership dues.

Overall, the grant funds will help to overcome the challenges faced by the gardens and continue to provide a valuable resource for the neighborhood for years to come.

## Purpose of Grant

The COVID-19 pandemic has had a significant impact on this marginalized neighborhood, which already faced many challenges prior to the pandemic. Access to fresh and healthy food is limited in this area, and many neighbors take public transportation to the grocery store. The community gardens have been an important source of fresh produce for residents in the past, but due to the pandemic, they were not able to operate at full capacity. The grant funds will help overcome the gap in the provision of fresh and healthy food to the residents of the Nelson Neighborhood.

The neighborhood is also undergoing significant changes due to new housing development and an influx of new residents. The community gardens serve as an important hub for community building and connection between long-time residents and new arrivals. By improving the gardens, we hope to provide a safe and welcoming space for all neighbors to come together, learn about gardening and healthy food choices, and build relationships with one another.

NNIA requesting grant funds to transform the three community gardens in the neighborhood. The Mike Miller, Saturday Breakfast, and Roger Allison Gardens. Two of these gardens have been built on brownfield sites where houses used to be, resulting in uneven ground and noxious weeds and grasses that make gardening difficult. Moreover, the gardens have been added to year-after-year without an overall landscape design, creating a less than optimal environment for growing and appearance.
The target population for this project are Nelson neighbors living in this community, which is primarily made up of low-income households and has a diverse population, the majority of who are low-income and face economic, social, and environmental disparities.

By enhancing the gardens, we will provide fresh produce to the community, which is important since many residents live in a food desert. Additionally, the gardens will serve as a community gathering space that fosters social connections and provides a sense of pride for the residents. Finally, the gardens empower residents to become more self-sufficient and contribute to the local economy.

The gardens serve as a valuable resource for the neighborhood, not just as a source of fresh produce, but also as a space for community building and education. Many of the gardeners are low-income families and seniors who rely on the gardens for supplemental food. The addition of the Club 188 Garden Class provides a unique opportunity for children to learn about gardening, healthy eating habits, and environmental stewardship.

Furthermore, the gardens contribute to the overall beautification and ecological health of the neighborhood by providing a green space and promoting the use of native plants. The addition of new beds and composting efforts will help to expand the capacity of the gardens and improve their overall health. As of March 2023, all of the beds in the three gardens are already reserved and the Garden Committee is turning interested gardeners away.

In light of the impact of COVID-19 on the neighborhood, the gardens are more important than ever as they provide a safe outdoor space for residents to gather and socialize while maintaining physical distancing. The grant funds will help to address the challenges faced by the gardens, including uneven and difficult terrain and lack of an overall landscape design. With improved infrastructure and design, the gardens can continue to be a valuable resource for the neighborhood for years to come.

Overall, the grant funds will help to bridge the gap between the current state of the gardens and the desired outcome of creating a more sustainable, vibrant, and productive community space.

Description of the capacity or ability of the applicant to accomplish the activity it proposes, achieve its goals, and manage the grant through qualified staff, volunteers and administrative leadership.
To achieve its goals of transforming each of the three gardens and manage the grant effectively, NNIA Gardeners have the following capacities or abilities:

1. Gardening knowledge and skills: The gardeners have the knowledge and skills needed to cultivate and maintain the gardens. This includes knowledge of soil preparation, planting, watering, fertilizing, pest control, and harvesting. They should also be familiar with the types of plants that grow well in the local climate and the best practices for gardening in the specific soil conditions.
2. Organizational and leadership skills: NNIA has strong organizational and leadership skills to manage the grant and coordinate with volunteers effectively. This includes the ability to delegate tasks, communicate effectively with volunteers, and manage resources such as time, budget, and materials.
3. Volunteer management: NNIA has the ability to recruit, train, and manage volunteers effectively. This includes developing job descriptions, training volunteers, and coordinating volunteer schedules.
4. Project management: NNIA has the ability to manage the project effectively, including developing project timelines, tracking progress, and ensuring that the project stays on budget.
5. Financial management: NNIA has the ability to manage finances effectively, including budgeting, financial reporting, and managing grant funds in compliance with the grant requirements.
6. Communication skills: NNIA leaders have strong communication skills to effectively communicate with stakeholders, including volunteers, funders, and community members. This includes the ability to develop clear and concise written and verbal communications.

By having these capacities or abilities, NNIA is well-equipped to achieve its goals of rebuilding each of the three gardens and manage the grant effectively through qualified volunteers such as Michael Belt and leadership.

Description of project goals and outcomes, measurable objectives, action plans, and statements as to whether this is a new or ongoing part of the sponsoring organization.

The project aims to transform the three community gardens in the Nelson Neighborhood, making them more accessible, functional, and visually appealing while providing resources and education to support sustainable gardening practices. The ultimate goal is to increase community engagement and participation in the gardens while improving the built environment of the neighborhood.

To achieve these objectives, the project will create accessible raised beds to accommodate individuals with mobility challenges, develop a gathering area with seating and shade for use as an educational space, and increase community engagement and participation in the gardens. The project will also increase the yield and variety of fresh produce grown in the gardens to provide healthy food options for the residents. In addition, the project will provide gardening education and training for participants, including workshops and materials on organic gardening practices, composting, and food preservation. The measurable objectives of the project include increasing the number of gardeners using the community gardens by 20%, installing 10 new garden beds, and improving pathways and seating areas within the first six months of the project. The project will also design and install accessible raised beds in each of the three gardens and establish a gathering area with seating and shade in at least one of the gardens.

The action plans for the project include developing a garden design plan that includes new garden beds, improved pathways and seating areas, and an overall landscape design. The project will procure necessary materials, including soil, plants, and gardening tools, in addition to hiring qualified contractors we will recruit volunteers to assist with garden renovations and ongoing maintenance, and conduct educational workshops on sustainable gardening practices. The project will also establish a system for garden bed allocation and management, including maintenance schedules and guidelines for gardeners, and monitor and evaluate progress towards project goals.

Finally, the project will conduct community surveys to gather input on accessibility and educational needs for the gardens, engage local landscapers or garden designers to create a cohesive overall plan for the garden spaces, purchase materials and supplies for accessible raised beds, gathering area, and educational resources, and partner with local organizations to provide gardening education and training workshops. The project will regularly assess progress towards goals and objectives, and adjust plans as needed to ensure success, carried out through a combination of qualified volunteers and leadership, including members of the NNIA Garden Committee and Nelson Neighbors who are interested in participating in the project.

Project Goals:

• Transform the three community gardens in Nelson Neighborhood to make them more accessible, functional and aesthetically pleasing.
• Increase community engagement and participation in the gardens.
• Provide education and resources to support sustainable gardening practices.

Outcomes:
• Increased number of gardeners using the community gardens.
• Improved accessibility and functionality of the gardens through installation of new garden beds, pathways, and seating areas.
• Improved aesthetics of the gardens through implementation of an overall landscape design and installation of native plants and flowers.
• Increased knowledge and use of sustainable gardening practices among gardeners.
• Increased availability of fresh, healthy produce for residents of Nelson Neighborhood.
• Enhanced sense of community and connection among residents through shared gardening experiences.
• Design and install accessible raised beds to accommodate wheelchair, scooters, and mobility challenged individuals
• Create a gathering area with seating and shade for use as an educational space
• Increase community engagement and participation in the gardens, including outreach to underserved and marginalized populations
• Increase the yield and variety of fresh produce grown in the gardens to increase access to healthy food options for residents
• Improve overall aesthetic and usability of the garden spaces, including addressing uneven terrain and adding additional compost and mulch as needed
• Provide gardening education and training for participants, including workshops and materials on organic gardening practices, composting, and food preservation
Measurable Objectives:
• Increase the number of gardeners using the community gardens by 20% within the first year of the project.
• Install 10 new garden beds and improve pathways and seating areas within the first six months of the project.
• Install an overall landscape design within the first year of the project.
• Conduct at least 4 educational workshops on sustainable gardening practices for gardeners and community members within the first year of the project.
• Increase the amount of produce harvested from the gardens by 15% within the first year of the project.
• Design and install at least 2 accessible raised beds in each of the three gardens
• Install a gathering area with seating and shade in at least one of the gardens
• Increase the number of community members participating in the gardens by at least 20%, as measured by sign-up sheets and attendance at events
• Conduct at least 3 educational workshops or events for garden participants and the community at large, as measured by event attendance and participant feedback
Action Plans:
• Develop a garden design plan that includes new garden beds, improved pathways and seating areas, and an overall landscape design.
• Procure necessary materials, including soil, plants, and gardening tools.
• Recruit volunteers to assist with garden renovations and ongoing maintenance.
• Conduct educational workshops on sustainable gardening practices.
• Establish a system for garden bed allocation and management, including maintenance schedules and guidelines for gardeners.
• Monitor and evaluate progress towards project goals and make adjustments as necessary.
• Conducting a community survey to gather input on accessibility and educational needs for the gardens
• Engaging local landscapers or garden designers to create a cohesive overall plan for the garden spaces

• Purchasing materials and supplies for accessible raised beds, gathering area, and educational resources
• Hosting outreach events to increase community participation and awareness of the gardens
• Partnering with local organizations to provide gardening education and training workshops
• Regularly assessing progress towards goals and objectives, and adjusting plans as needed to ensure success.

These action plans will be carried out through a combination of qualified volunteers and leadership, including members of the NNIA Garden Committee and community members who are interested in participating in the project.

The proposed community garden project aligns with several of the City of Muskegon's Consolidated Plan goals. Specifically, it supports

Goal 1: Destination Community & Quality of Life, by improving the amenities in the neighborhood, including the appearance of the gardens themselves. This will contribute to enhancing the quality of life for residents and visitors, making it a more attractive destination community. Additionally, improving the gardens' appearance and accessibility can positively impact the surrounding housing quality and property values.

It also supports Goal 2: Economic Development, Housing, and Business, by providing opportunities for residents to participate in the local food system and potentially even sell their produce.
Additionally, it supports Goal 3: Community Connection, by providing a space for residents to come together and connect with each other, while also increasing communication and collaboration between community members and local government.

Finally, it could potentially support Goal 4: Financial Infrastructure, by generating revenue through the sale of produce and potentially attracting new businesses to the area.

List of other partners in the project and their roles.

• Gardeners: They will play a vital role in cultivating the gardens, tending to the plants, and maintaining the space throughout the growing season.
• Preferred Employment and Living Supports (PELS): PELS provides high-quality care, training, and opportunities for people with disabilities, mental illness, and other life challenges. They will assist with mowing the grass and maintaining the gardens.
• City Neighborhood Services: The City Neighborhood Services will provide grant funds for the project.
• Central United Methodist Church: Central United Methodist Church will provide volunteers to help with the garden project. They also provide the lot for the Mike Miller Garden.
• First Congregational Church: First Congregational Church will provide volunteers to help with the garden project. They provide financial support for the garden and provide the lot for the Saturday Breakfast Garden, utilizing the produce from the garden for their feeding programs.
• Mt. Zion's Club 188 Summer Program: Mt. Zion's Club 188 Summer Program provides opportunities for children to learn about gardening and sustainable food practices. They provide support for the Mike Miller Garden and incorporate the garden in their Summer program. The children grow food which is donated to the Kid’s Food Basket. They will also help maintain the garden throughout the growing season.

• YMCA: YMCA gardens in a couple of beds in the Mike Miller Garden to grow produce they use for their food security programs.
• Kid’s Food Basket: KFB uses food they grow in our garden to provide nutritious meals to children.

List of similar existing projects or agencies, if any, and explain how your agency or proposal differs, and what effort will be made to work cooperatively.

There are various community gardens throughout the city. However, our gardens are specifically located within walking distance to neighbors in Nelson and within 2 blocks of three senior housing complexes, making it more accessible and convenient for the target population. Our proposal aims to not only improve the physical infrastructure of the gardens, but also provide educational programming and accessibility features to better serve the needs of our community.

We will collaborate with other community gardens and gardening organizations to share resources, knowledge, and best practices. We pursue partnerships with local businesses and organizations in our neighborhood to sponsor and support our programming and events. We will continue to work closely with the City Neighborhood Services, Preferred Employment and Living Supports, Kid's Food Basket, and the YMCA to coordinate efforts and share resources in addressing food insecurity and promoting healthy food access for our neighbors.

Description of the active involvement of constituents in defining problems to be addressed, making policy, and planning the program.

The NNIA Garden Committee is comprised of active gardeners who are directly involved in defining the problems to be addressed, making policies, and planning the program. The gardeners are the main constituents who are actively involved in the decision-making process of the program.

The committee meets regularly to discuss issues and concerns regarding the gardens, and all gardeners are invited to participate in the discussions. The gardeners provide valuable input on how to improve the gardens, what needs to be addressed, and what policies should be implemented.

In addition, the NNIA Garden Committee seeks feedback from the larger community by conducting surveys and holding community meetings. This allows the community to provide input on the program and ensures that the program meets the needs of the target population.

The garden committee has actively engaged with the community through social media, posting updates and pictures of the gardens on a dedicated Facebook page called "Nelson Gardens". This page serves as a platform for neighbors to share their experiences and provide feedback on the project. The committee also holds regular meetings open to all gardeners and interested community members to discuss issues and make decisions on the direction of the project. Through these efforts, the community has played an integral role in defining problems and shaping the program to meet the needs of the neighborhood.
The active involvement of the constituents ensures that the program is tailored to meet the needs neighbors and is responsive to their concerns. The NNIA Garden Committee works collaboratively with the gardeners and the larger community to ensure that the program is effective in achieving its goals.

Description of the qualifications of key staff and volunteers, if any, that will ensure the success of the program. List of specific staff training needs for this project.

The program will rely on the expertise of experienced gardeners in the community who will serve as volunteers and mentors for newer gardeners. The program relies heavily on qualified volunteers, including Preferred Employment and Living Supports for garden upkeep, and volunteers from local churches and community organizations for various tasks.

To ensure the success of the program, key staff and volunteers must have a combination of horticultural knowledge, community organizing skills, and leadership experience. Mike Belt, a landscape design and architect, will bring his expertise in designing and implementing a comprehensive landscape plan for the gardens. Lora Swenson, the current Garden Chair, has 10 years of experience in organizing and teaching gardening to neighbors, gardeners, and children, and Ann Craig, another Garden Chair and gardener, has been involved in the community gardens since their creation. Lindsey from Wild Dawn Farms has experience in leadership and teaching skills, which will be invaluable in guiding and training volunteers. In addition, the garden committee has actively engaged with the community through social media, posting updates and pictures of the gardens on a dedicated Facebook page called "Nelson Gardens". This page serves as a platform for neighbors to share their experiences and provide feedback on the project. The committee also holds regular meetings open to all gardeners and interested community members to discuss issues and make decisions on the direction of the project. Through these efforts, the community has played an integral role in defining problems and shaping the program to meet the needs of the neighborhood.

Specific staff training needs for this project include horticultural knowledge, community organizing skills, and leadership development. Training in sustainable gardening practices, composting, and irrigation will also be necessary to ensure the success of the gardens. Additionally, volunteers will need training in working with individuals with disabilities, mental illness, and other life challenges to ensure an inclusive and welcoming environment for all members of the community.

Long-term strategies for funding this project at end of grant period.

NNIA supports the community gardens through a variety of funding sources. Gardeners are required to pay an annual membership fee of $5, which helps cover some of the costs associated with maintaining the gardens. In addition, the gardens receive donations from First Congregational Church and Zion Church, which are used to purchase equipment, supplies, and plants. NNIA also budgets a portion of the annual funds allotted to the association from its endowment fund to support the community gardens. These ongoing funding sources will ensure the long-term sustainability of the gardens beyond the grant period.

Describe how this request is compliant with the ARPA Final Rule

A snapshot of Nelson Neighborhood – Substandard Housing (4th Most, 76 Households); Renter Cost Burden (Highest, 67%); Owner Cost Burdened (Highest, 26.8%); Use Public Transit (Highest, 3.1 %); Population Growth 2022-'27 (Most, 219 People); Poverty Rate (2nd Highest, 35.8%); Median Household Income (Lowest, $25,858); Renter Share Earning <$30k (Highest, 73.4%); Apartment Occupancy Rate (Lowest, 96.1%); For-Sale Supply Availability (2nd Least, 4 Homes)

The COVID-19 pandemic has disproportionately affected marginalized communities, including low-income neighborhoods like Nelson. These communities often lack access to healthy food options and green spaces, which can contribute to poor health outcomes. Community gardens have the potential to

address these issues by providing access to fresh, locally-grown produce and creating outdoor spaces for physical activity and community engagement.
The American Rescue Plan Act (ARPA) recognizes the need to address the impacts of the pandemic on neighborhoods like ours and provides funding to support economic recovery and community development efforts. By investing in the Nelson Neighborhood community gardens, this proposal aligns with the ARPA's goals of supporting vulnerable populations and building resilient communities. The funds will be used to improve the existing gardens, making them more accessible and sustainable, and will provide opportunities for residents to engage in healthy outdoor activities, build community connections, and access fresh, nutritious produce.

## Evaluation

The success of the community garden transformation will be evaluated through various measures that will demonstrate the effectiveness of the program in achieving its goals. The project will be evaluated based on the number of neighbors who have access to fresh produce and the number of volunteers who actively participate in garden maintenance and educational programming. The evaluation process will include regular surveys and feedback from the community members, gardeners, volunteers, and partner organizations.

Furthermore, the project will be evaluated based on its ability to improve the quality of life and overall health of the surrounding neighborhoods. Success will be measured through the reduction of food insecurity rates and an increase in healthy eating habits. The project will also be evaluated based on its ability to foster a sense of community and connection among residents.

The evaluation plan will include data collection and analysis on the number of gardeners and volunteer hours. The project team will also conduct regular site visits and progress reports to ensure that the project is on track to meet its goals. The evaluation plan will be reviewed and updated regularly to ensure that the program is operating effectively and efficiently.

The project team is committed to continuous improvement and will use the evaluation data to make necessary adjustments to the program. The ultimate goal is to create a sustainable program that benefits the community in the long term.

Description of how evaluation results will be used and/or disseminated and, if appropriate, how the project will be replicated.

The evaluation results will be used to assess the effectiveness of the project in achieving its goals and objectives. The project team will analyze the data collected during the evaluation to identify areas of success and areas for improvement. The results will also be used to identify best practices and lessons learned that can be applied to future projects.

The evaluation results will be disseminated within the neighborhood through various channels such as community meetings, newsletters, social media, and the organization's website. Additionally, we will share the results with funders and partners. As for replication, the organization can share their approach and lessons learned with other grassroots organizations or community gardens in the area to help them develop similar projects.

Description of the active involvement of constituents in evaluating the program

To ensure active involvement of constituents in evaluating the program, the garden committee comprised of gardeners and neighbors will play an integral role in the evaluation process. The committee will be responsible for providing feedback on the program's effectiveness in achieving its goals, identifying areas of improvement, and suggesting modifications to the program as needed. In addition, the committee will conduct regular meetings with program staff to discuss the evaluation results and provide input on any changes that need to be made to the program. The committee will also be involved in disseminating the evaluation results to other community members and stakeholders through various channels, such as community meetings, social media, and newsletters. Overall, the active involvement of constituents in evaluating the program will help to ensure that the program is meeting the needs of the community and is responsive to the feedback and suggestions of those it serves.

## Budget Narrative/Justification

A list of amounts requested of other foundations, corporations and other funding sources to which this proposal has been submitted.
We have not submitted this proposal to any other foundations, corporations, or funding sources. We believe that this grant proposal aligns perfectly with the goals and values of the ARPA Community Grant and we are excited about the potential for collaboration to make a positive impact in the Nelson Neighborhood. Our Garden Committee has worked to develop a comprehensive plan that addresses the specific needs of neighbors and promotes sustainable gardening practices. We are confident that our plan will yield significant results and create a lasting impact in the community. Thank you for considering our proposal.

List of priority items in the proposed budget, in the event we are unable to meet your full request.
Thank you for considering our proposal. In the event that we are unable to receive the full amount of funding requested, we have identified a list of priority items within our proposed budget that we believe are essential to the success of this project:

1. Making the Gardens Accessible: Ensuring that the gardens are accessible to all members of the community is a top priority for this project. Therefore, if we are unable to meet the full request, the budget should prioritize the installation of accessible raised beds and the creation of gathering areas with seating and shade. This will allow individuals who use wheelchairs, scooters, or have mobility challenges to easily participate in gardening activities and educational events. In addition, creating gathering areas with seating and shade will provide a space for community members to come together and learn about sustainable gardening practices. This will help increase community engagement and participation in the gardens. By prioritizing the accessibility of the gardens, we can ensure that all members of the Nelson Neighborhood community have the opportunity to participate in gardening activities and benefit from the project's outcomes.

2. Procurement of necessary materials: We require soil, plants, and gardening tools to create the accessible raised beds, implement the landscape design, and improve the overall functionality of the garden spaces. We request that this item be funded at the full amount.

3. Install Irrigation Systems: Ensuring that the community gardens receive adequate water is crucial to the success of the project. Currently, the gardens rely solely on rainwater and manual

watering, which is not always sufficient, particularly during periods of drought. To address this issue, the installation of an irrigation system is a high priority. The irrigation system will include drip irrigation and soaker hoses to deliver water directly to the plants' roots, reducing water waste and ensuring that the water reaches the plants where it is needed most. The system will also include a timer to ensure that the gardens are consistently watered even when volunteers are not available to water manually. With the installation of an irrigation system, the gardens will become more efficient and productive, resulting in increased yields of fresh produce for the Nelson Neighborhood.

## West Michigan Concert WINDS

### Project Name

Blue Lake Scholarships for Muskegon Band/Orchestra Students

**Requested** $50,000 **Total Project Cost** $50,000

### Executive Summary

The West Michigan Concert WINDS (WMCW), in partnership with the Blue Lake Fine Arts Camp, would like to provide City of Muskegon middle school and high school band / orchestra students the ability to attend Blue Lake Fine Arts summer music camps during the 2023 - 2026 timeframe, if there is an identified financial need and an interest by students in advancing their musical skills.

COVID-19 pandemic created financial hardships for many families, due to limitations to income and continuing inflationary costs of living, particularly for those at lower socio-economic levels. It also created gaps and delays in learning and placed social and emotional stresses on families.

The WMCW members understand the impact that music has on the development of young minds. In a research study conducted by Peter Gouzouasis at the University of British Columbia, involving 112,916 public school students in Canada, it was found that students who play a musical instrument in elementary and continued playing in high school, scored about one academic year ahead of their non-music peers in English, Mathematics, and Science. (Christopher Bergland, (2019) Music Participation is Linked to Teens' Academic Achievement', US). In addition, it has been shown that, compared to other students, those with high arts engagement, including music, exhibit higher levels of self-concept in how they value themselves. (Catterall, et al (1999) Involvement in Arts and Human Development, Journal of Research in Music Education, 62(4), 389-404). Cooperative music-making experiences which occur in group settings can positively impact participating student's proclivity for empathetic thinking and behavior. (Laird (2015). Empathy in Classroom: Can Music Bring Us More in Tune with One Anther?, Music Educators Journal, 101(4), 56 - 61). Also, it has also been shown that students that have the opportunity to express themselves, develop interpersonal skills, such as collaboration, communication, and conflict resolution (Farrington, et al, (2019), Arts Education and Social-Emotional Learning Outcomes among K-12 Students. Chicago, IL: Ingenuity and the University of Chicago Consortium on School Research).

In other words, providing opportunities for students to grow in their musical skills can offset some of the negative outcomes created by the pandemic.

Armed with this knowledge, the WMCW has been providing partial scholarships to middle school and high school students for the last 36 years. What we have discovered, is that some students who could benefit from the wonderful camp experience provided by Blue Lake Fine Arts Camp, are unable to fund the remaining balance required to actually attend. That is why we would like to offer full-ride scholarships to students with financial need in the City of Muskegon. We feel that this fits well with the intended goals of the ARPA program - to meet the needs of the underserved, who have experienced the impacts exacerbated by the COVID pandemic.

If the award is made, funds would cover the cost of attending Blue Lake Fine Arts Camp for a 2 week session and the cost of the uniform that students are required to wear during their time at Blue Lake

## Purpose of Grant

The target audience is middle school and high school band and orchestra students who express an interest in attending Blue Lake Fine Arts Camp and exhibit a financial need.

The WMCW is attempting to minimize the negative impacts created by COVID-19 on students, due to financial strain, educational loss, and social emotional impacts. We believe that the experience of attending Blue Lake Fine Arts Camp provides an opportunity to experience the fun of camp while expanding their musical proficiency. This can be a life-changing experience.

The WMCW has provided over 115 partial scholarships to middle and high school band students over the last 36 years. We are aware that some students who would like to apply for a scholarship, are unable to pay the remaining balance of the fee to attend camp. We would like to offer the opportunity to use the ARPA money to provide full-ride scholarships to eligible students living in the City of Muskegon. Blue Lake Camp staff that visit the local middle / high schools would help to communicate the scholarship opportunity to students; Blue Lake would use their normal process for determining financial eligibility; the WMCW music director, Gail Brechting, would notify students that the scholarship has been awarded; and the WMCW treasurer (a CMA) would maintain the grant funds in a separate fund and forward the money to Blue Lake Fine Arts Camp for the students given a scholarship, as we have for our own scholarship awards.

The WMCW's facilitation of this process is consistent with our mission to support the development of the performing arts in the area and to promote the development of local area high school musicians. Support of students enhances the strength of band and orchestra programs in the area and the social emotional health of those who live in our community.

Blue Lake Fine Arts Camp will benefit by increasing the number of students attending camp, which will financially enable them to expand their support of young musicians. Blue Lake definitely felt the impact of the pandemic, as they had to close the camp in 2020 and have gradually been building back to pre-pandemic levels. This resource is a great source of support for area youth and adult musicians, right in our own back yard.

The project goals include:
- Provide an opportunity to attend Blue Lake Fine Arts Camp to City of Muskegon music students who would not otherwise be able to access this resource.
- To provide City of Muskegon youth with exposure to the healing benefits of music to offset the social and emotional impacts incurred during the pandemic.
- To enhance the music proficiency of students in the Muskegon schools.
- Develop a 'buddy' system between students awarded scholarships and band / orchestra members, whereby adult members would commit to attending scholarship recipient's concerts as a sign of support and comradery.

Outcomes will be measured as follows:
- Number of students served

- Student feedback post experience
- Feedback from local Muskegon area band / orchestra conductors
- % of students who experience the support of a 'musical buddy'.

Full-ride scholarships will be awarded through the summer of 2026.

This project fits nicely into the ARPA Final Rule as both the WMCW and our partner, BLFAC are non-profit organizations who are attempting 'to provide a program / service to mitigate financial hardship such as declines in
revenues or increased costs, or technical assistance' to Muskegon City residents.

**Evaluation**

Outcomes will be measured:

- Number of students served - Success will be demonstrated by awarding 26 students a scholarship over the 4-year grant timeline
- Student feedback post experience - Students will complete a survey following their camp experience. Results will be used to improve the experience in the future.
- Feedback from local Muskegon area band / orchestra conductors - Band directors will be asked about the impact that the camp has had on their band / orchestra student. Results will be used to improve the experience.
- % of students who experience the support of a 'musical buddy'. success will be demonstrated if 100% of students receiving the scholarship have been assigned a musical 'buddy' who attends at least one concert in which the student performs.

**Budget Narrative/Justification**

We have not requested funds from other foundations / funding sources.

If unable to meet the full cost of items within our budget, we would limit the number of scholarships given to students. Currently the budget is designed to cover the cost of 26 scholarship awardees.

## Pioneer Resources, Inc.

### Project Name

Pioneer Resources Walking Path in the Marquette Neighborhood

**Requested** $200,000 **Total Project Cost** $209,690.00

### Executive Summary

Pioneer Resources owns property at 1145 and 1175 East Wesley Street. This property is west of US 31 and borders ten acres of unused green space owned by the City of Muskegon. Both the City's and Pioneer Resources' properties border two acres in this area that are often the site of discarded tires and other large pieces of castoff garbage.

The Pioneer Resources front-facing three acres of property currently houses program site buildings for services for seniors, youth diagnosed with Autism and Adults with varying disabilities. Our agency is requesting ARPA grant to support the development of a paved, accessible, community walking path with quiet resting points and seating along the walkway that will bring residents through the wooded, hillside of the unused green space on the back two acres of the Pioneer Resources' Property that meets the City of Muskegon's unused wooded area. This paved walking path could potentially connect with the existing paved path that goes through Ryerson Creek.

This walking path would offer an immersion into nature, peaceful strolls, and a place for exercise. Our agency hopes to invite our community to utilize this walkway and join in creating natural gardens along the paths that are accessible to all. Further, our agency would encourage the path to be utilized by those who have dogs with our intent to provide path accessories that include dog waste bags and collection receptacles.

Creating opportunities for community is the mission of our organization and we feel the accessibility of this effort will benefit many while creating a wonderful ability to preserve this green space for our community. According to the US Census Bureau, Muskegon County has 19,000 residents with disabilities under the age of 65. If you include those over 65 it would include another 29,000 residents. Accessibility is key in meeting the needs of these 48,000 residents. Community is critical to our Culture at Pioneer Resources and this project can meet the needs to improve the unused property and create a benefit to 48,000 County residents. This project will improve the value of these properties and local properties while creating a way that all members of the community can come together in an accessible space where nature is the focus.

### Purpose of Grant

Creating opportunities for participation in the community for the participants and seniors is the mission of Pioneer Resources. This project will not only provide an accessible opportunity for participation for residents in the City of Muskegon, but also help preserve this green space in the City.

The participants served by Pioneer Resources and the residents in the Marquette Neighborhood need more outdoor recreational options and this is the target population this grant request aims to serve. Currently, the only parks and recreational opportunities in this neighborhood are Beukema Playfield, Ryerson Creek, and Fourmile Creek and at this time there are not any immediate additions included in the City of Muskegon Parks and Recreation 5 Year Plan. The proposed walking trail would address the gap between the limited recreational offerings presently available in the Marquette Neighborhood and the desire for more recreational options and connecting existing sidewalks walking route options.

Pioneer Resources is dedicated to working in partnership with the City of Muskegon to oversee the construction and production of this walking path. Our administrative staff is dedicated to maintain records of grant funding and to produce reporting to accurately reflect grant fund spent for the project that can be available to the public. Our qualified staff has capacity to help oversee the construction of the path. Once completed, our agency is committed to leading the efforts from our agency and with the neighborhood association to maintain that the path is clean, clear, and accessible.

Participants of Pioneer Resources' Senior Services, Leisure and Recreation Club, Community Living Support Services, and Applied Behavior Analysis Programs will directly benefit from access to this walking trail. Although these services are accessed through our agency, Pioneer Resources works in partnership with HealthWest, LifeCircles PACE, Michigan Rehabilitation Services, the MAISD, and Senior Resources to provide these services and these partners would be invited and encouraged to utilize this walking path for their programming!

The Community Foundation for Muskegon County has granted the agency with $7,351 to support this project from the William Munroe Memorial Friends of the Disabled Fund.

Pioneer Resources recognizes the various walking trails and recreational opportunities throughout the City of Muskegon that add to the incredible quality of life for those that work and live in the City! Our agency views this new walking trail as a welcome addition to these important offerings and we hope it highlights the Marquette Neighborhood that does not currently have as many recreational parks and offerings as other neighborhoods within the City.

Additionally, if this project moves forward, we are excited for the opportunity to utilize the new Parks and Recreation Advisory Committee to explore opportunities to promote and support this new walking trail cooperatively alongside the other walking paths and recreational amenities in the City of Muskegon.

Renovations are underway at Pioneer Resources' Wesley Campus to bring all administrative teams to the Marquette Neighborhood and to restructure all primary services that have remained at this location the City of Muskegon. These renovations have been in progress since 2022 and despite the expected interruptions from an active construction site at the Wesley Campus, there was no interruption of services provided to over 300 participants location during the last year.

Pioneer Resources currently employs over 150 full time employees who, after construction, will all begin utilizing these renovated administrative offices at Wesley. In addition to the nearly 500 people mentioned from our agency, this walking path would be beneficial to the nearly 3,000 residents in the Marquette Neighborhood. This is a wonderful part of the City of Muskegon with many natural resources that can be better accessed with this walking path while supporting a healthy lifestyle to those mentioned.

Pioneer Resources is committed to offering the utilization of the agency's maintenance team to regularly monitor the walking path and path accessories for any needed repair, conservation, and safety.

Following the end of the grant period, our agency anticipates minimal costs related to the walking path maintenance. The capital needed to construct the walking path is the greatest financial need for this project.

Those living with a disability are regularly disproportionately supported in our community. Pioneer Resources works each day to provide opportunities for these individuals to participate in life alongside each of us with dignity and empowerment to help them reach their personal goals. During the COVID-19 pandemic, this population was disproportionately impacted and continues to still be more severely impacted post-pandemic. Although protections and restrictions are coming to an end, this population still needs greater protections than the general public from COVID-19 from our team that works with them each day.

This Walking Path project provides an accessible opportunity for them to gain recreation in their communities that is safe and naturally integrates with those that live and work in the Marquette Neighborhood.

## Evaluation

Pioneer Resources is committed to supporting efforts alongside the City of Muskegon to evaluate the use and satisfaction of the proposed walking path! Tracking the number of people utilizing the walking path during the first year will be critical in building the foundation of data to benchmark to in succeeding years. Ideally, we would present this data to the Marquette Neighborhood Association and Parks and Recreation Advisory Committee to promote the walking path and its use. These presentations would also offer constituents the opportunity to provide feedback about the walking path. Further, signage opportunities along the walking path could allow for options for users to provide feedback all year and for an annual survey.

## Budget Narrative/Justification

The Grant Budget reflects the costs associated to the Walking Path construction and path accessories. The Grant Budget Plan details how each budget items relates to the Walking Path and where how the listed costs were calculated. The Community Foundation for Muskegon County has granted the agency with $7,351 to support this project from the William Munroe Memorial Friends of the Disabled Fund. The priority of items listed in the proposed budget is first the walking path construction and then the path accessories.

# Volunteer for Dental

**Project Name**

Volunteer for Dental - Muskegon

**Requested** $50,000 **Total Project Cost** $350,000

**Executive Summary**

Volunteer For Dental (VFD) is a private, nonprofit, 501(c3) organization established in 2014. Since its inception, VFD has provided access to underserved adults in Muskegon County for dental care and oral health education from volunteer dentists in exchange for volunteer service to community partners. Due to the Covid pandemic, people faced other limitations both economically and socially. Many jettisoned oral health as other priorities demanded their dwindling incomes. As of 2022, 25% of the adults served through VFD were under sixty years of age, and very much part of the working poor. Access to dental care by VFD allowed these clients to secure emergency and preventative care, dentures, and oral health education that was previously unavailable due to a lack of dental insurance and financial resources. Dentists affiliated with VFD have extensive experience with this adult population. They are dedicated to volunteer their time and resources to ensure access to oral health care services for these economically-challenged clients.

VFD programs can close the gap for those working poor who lack insurance and other resources for oral health care, yet make too much to qualify for other governmental services. The services they receive from VFD to improve their oral health will help to mitigate other health problems associated with poor oral hygiene over the long term. Participants with improved oral health will have greater self-esteem, and contribute to the social well-being of others in the community as they continue to thrive as part of a vibrant local economy.

VFD believes in the value of each individual, regardless of financial worth. Dental patients who receive help through VFD have the ability to make a valuable contribution to Muskegon community through community service with local nonprofit partners of VFD. This is a win-win program where the community wins due to the volunteer hours given in the community. The client wins because they increase their self-worth, boost their self-esteem, receive dental work and improve their health. Attending an oral health education class and volunteering an initial eight hours are requirements to be enrolled in the program.

If awarded the City of Muskegon ARPA Community Grand Program funds, Volunteer for Dental will offer six separate areas of service. The six service areas with estimated number of participants and funding follows: Dental Care (30 participants x $810 = $24,300); Preventative Services (15 participants x $265=$3975); Single Arch Dentures (3 participants x 690=$2070); Double Arch Dentures (3 participants x $1160=$3480); Single Arch Removable Partial Dentures (3 participants x $760=$2280); Denture Repair and Crown (8 participants x $230=$1840). Our experience over the last decade shows us that these services are the most in high-demand for adults. Further, the breakdown allows us to quantify the unit of measure for targeted analyses and program evaluation.

## Purpose of Grant

Provide access to oral health care for adult Muskegon residents for prevention, maintenance, and treatment who are economically challenged and uninsured or under-insured. This is in exchange for community service through 29 nonprofit community partners. Program participants earn credit for each service hour as a trade for dental care with licensed and certified dental care providers.

The Covid 19 pandemic created public health and economic conditions that people in Muskegon and its surrounds are struggling to overcome. In the wake of the pandemic, people lost jobs, suffered to provide for their basic household needs and often times postponed or eliminated what were not immediate needs; this included their dental care. Regular dental care is expensive, causing adults without insurance coverage to delay or ignore recommended prevention, maintenance, and treatment. Research shows that, left unattended, poor oral health can have long-term adverse effects on one's general health and is linked with many serious health conditions, including oral cancer, diabetes, heart disease, respiratory diseases, and dementia (Takashi et al, 2021; Perez et al, 2019; Allukian Jr, 2008; Patrick et al, 2006; Hendrickson & Cohen, 2021). Further, dental problems can lead to social withdrawal, insecurity, and have a negative impact on employability and one's economic conditions (ALICE in Michigan, 2021; ALICE in Muskegon, 2021).

VFD increases access to a dental home with dental services and oral health education for economically challenged adults and seniors; this can encourage healthy and productive lives. Access to VFD services is necessary because of the high rate of oral disease among Muskegon County's vulnerable and underserved populations. Many turn to the hospital Emergency Room for pain relief without resolving the underlying causes. This is more costly in both the economic costs to society and to the patient in terms of their self-esteem.
Though VFD has been offering its programs since 2014 across Muskegon County, the need was exacerbated by the Covid pandemic as recognized by the increasing numbers of working adults that are struggling to meet basic household needs. According to recent data for Muskegon County, 30% of individuals and 28% of families with children fall within the category of Asset Limited Income Constrained Employed - ALICE (ALICE in Muskegon County, 2021. Retrieved from United Way of the Lakeshore at: counties-alice-muskegon-2019.pdf). We are seeing more referrals and interest in the program since the pandemic. This grant will help to cover the increased community need.

VFD has the ability and willingness to provide the proposed services through the contractual period. VFD aims to provide the following programs and number of participants: Dental Care = 30; Preventative Care = 15; and, Denture / Crown Care = 17; as VFD member providers emerge post-pandemic to normal staffing conditions, we are able to get participants into the program on a reasonable schedule. Targeted and enhanced marketing plans for the VFD program dental services will continue to advance community awareness about options and access to dental needs.

VFD has 29 current partners in the project that include Trinity Health, Senior Resources, Muskegon County Public Health, the Muskegon County Oral Health Coalition, the Muskegon District Dental Society, the Salvation Army, Agewell Services, Kids Food Basket, and Boys & Girls Clubs of Muskegon. Our partners help to provide us with data and research concerning oral health across the Muskegon County community, marketing to potential participants, and volunteer opportunities for participants.

VFD fills a necessary gap for the working poor that is not available elsewhere. Without the service, people tend to neglect their oral health care. There are no other similar projects or agencies in Muskegon County that provide free services to assist adults who make too much to qualify for dental care through governmental programs, and do not have dental coverage as part of their health insurance coverage.

In defining problems to be addressed, making policy, and planning the program, VFD annually surveys its participants and its providers. This is a helpful tool to not only recognize the success of the participants oral care, but to address areas where the program can make improvements. In addition, two past participants serve on the VFD Board of Directors along with providers.

All volunteer providers involved in VFD programs are trained, licensed and/or certified as required by law in their area of practice. They include doctors of dentistry, dental hygienists, dental surgeons, and anesthesiologists, x-ray technicians, laboratory assistants, and others. VFD participants are seen in their offices during their work-day by these professionals at no cost.

Though we believe that the ARPA Community Grant Program proposed by the City of Muskegon can assist people who have been pinched by the onset of Covid 19 through a public health and economic downturn, we also believe that the resilient people of Muskegon will continue to bounce back and recoup their economic and oral health. This could mean that the gap services provided by VFD could diminish in need. However, should the need continue, VFD has long-term strategies for funding this project at the end of the grant period. These plans include outreach to Michigan foundations, individual-giving through fundraisers and estate planning, and other philanthropic interests that include, but are not limited to the United Way of the Lakeshore, Trinity Health Community Benefit, and the Howmet Foundation.

This request is compliant with the ARPA Final Rule in that it meets both a public health and an economic need in our Muskegon community that was exacerbated by the Covid 19 pandemic. As adults lost their jobs or had reduced income, they often put their oral care on the tail-end of household budget priorities. Many who work low-paying jobs might not have dental as part of their insurance and be unable to afford the costly care associated with oral prevention, maintenance, and treatment. Poor oral health can have long-term negative implications on one's overall health and are associated with oral cancer, diabetes, heart disease, respiratory diseases, and dementia. Further, dental problems can lead to social withdrawal, insecurity, and have a negative impact on employability and one's economic conditions. Over the long-term, addressing oral health care prevention, maintenance, and treatment can mitigate other health externalities that are both costly to one's overall health and to society in general. This grant will benefit City of Muskegon adult residents with their oral health prevention, maintenance, and treatment that might have been neglected due to lack of resources during the pandemic. VFD has found that many of its participants have the long-term benefit of finding and continuing treatment with their new-found dental home of their own.

## Evaluation

Plans for evaluation including how success will be defined and measured. The VFD program results are measured quantitatively by services provided and the number of participant recipients, and qualitatively through participant, and provider surveys. Success for participants in the program is defined through volunteering based on the treatment plan needs of each participant and measured quantitatively through completed dental services at restorative and preventative appointments. The qualitative measurements are gathered through the ongoing participant surveys, as well as provider surveys and meetings.

Due to HIPPA requirements and patient confidentiality, the data will be used in a qualitative manner to report on the measured number of participants and the units of service provided. The patient participant names will remain confidential, though we will glean information from them that we may share anecdotally with their permission. There might be some participants who would be willing to share their experience in a more open and marketable manner, but that is at their discretion. If they do allow it, we will take every care to have permissions intact for specific use and content.

### Budget Narrative/Justification

VFD sees the City of Muskegon ARPA Community Grant Program as an additional project that it would add to its Fiscal Year 2023, 24, and 25 budgets. Its current FY 2023 budget would deal with marketing and outreach to Muskegon adult residents on the three elements (six services) of the grant.

VFD currently has projects across Muskegon County funded by Muskegon County Senior Millage, United Way of the Lakeshore, Howmet Foundation, Muskegon District Dental Society, and Trinity Health.

Priority items and the numbers to be served in the VFD proposed budget include: Dental Care (30 participants x $810 = $24,300); Preventative Services (15 participants x $265=$3975); Single Arch Dentures (3 participants x 690=$2070); Double Arch Dentures (3 participants x $1160=$3480); Single Arch Removable Partial Dentures (3 participants x $760=$2280); Denture Repair and Crown (8 participants x $230=$1840). These budget items have been based on our experience data over the course of the past ten years. They are areas of need and concern to the participants who choose to enter into the VFD program.

We anticipate a three-year marketing plan aimed specifically to City of Muskegon residents that includes: $2,000 yearly to advertise and report on program access via the Muskegon Channel; $977 yearly in design and production of brochures & materials to use at Muskegon Community College, churches, and public events; and $600 annually for exhibit fees (at $150 for 4 exhibits) where VFD will recruit participants.

If you have more applicants for ARPA funds and cannot make the grant we have requested, please reduce the number of targeted City of Muskegon participants for each service as you feel is necessary.

## Muskegon Christian School

**Project Name**

Relieving a Daycare Desert

**Requested** $175,000 **Total Project Cost** $2,400,000

**Executive Summary**

We have an opportunity to address the daycare crisis in Muskegon. Unfortunately, Muskegon is considered a "daycare desert" and lacks accessible licensed daycare options. This shortage leaves parents with two choices: choose unregulated childcare or limit their employment options. The result of the latter decision is that open job positions remain unfilled. If this continues too long, employers will relocate and Muskegon won't have the opportunity for continued growth. The daycare models its deep commitment to making daycare accessible to all families regardless of income level by working with DHHS on subsidies and offering income-based payments. Bright Beginnings Preschool and Daycare is licensed with the State of Michigan and is housed within Muskegon Christian School. Our current building constraints allow us to serve one 3 year old class and one 4 year old class. The building addition would allow us to serve infants, toddlers and two additional 3/4 classes. We've raised almost $2,000,000 and have tapped our abilities within our constituency. The Community Grant from the City of Muskegon would allow this project to happen.

**Purpose of Grant**

Organization Overview

Bright Beginnings Preschool and Daycare (BB) is located in Muskegon, Michigan. BB has taken the following values and implemented them into every minute of the school day with a complete understanding of the importance of elementary education in preparing a student for the future.

Love - With children from all walks of life, including various socio-economic backgrounds and ethnicities, BB models love and patience for every student.
Learn - The learning process should not be dull. BB ensures all students receive a well-rounded education with signature programs like Spanish immersion, project-based learning, after-school activities, etc.
Lead - Beyond classroom lessons, BB works with students to become servant leaders and engrain the tools into the hearts and minds of students to return to the world and grow to be leaders.

BB strives to bring inclusivity to education, with these core values driving day-to-day activities. For example, ability-based tuition provides low- and moderate-income families with opportunities to enroll their children at BB.
Population Served

BB prides itself on being a school that reflects the neighborhood where it is located. Almost 40% of the students enrolled identify as a racial or ethnic minority which closely mirrors the City of Muskegon.

Additionally, a family's ability to pay tuition does not exclude them from enrolling at BB. During the 2022/2023 school year, 18% of the students are below the federal poverty line. Another 31% of the families are considered ALICE (Asset Limited, Income Constrained, Employed) homes. The information below breaks down the statistics for the current school year as compared to the City of Muskegon.

Demographic Information of Muskegon Christian School and Bright Beginnings
Families below the federal poverty line - 18%
ALICE families - 31%
Race: Black - 32.5%
Race: Hispanic - 4.2%
Race: White - 57.5%
Two or More Races - 5.8%

Request Overview/Statement of Need

Muskegon Christian School, as a whole (MCS), is located in the heart of Muskegon, Michigan. It serves a diverse population of approximately 300 students in grades PreK through 6th grade. Over 40% of its students qualify for free or reduced lunch. In addition, as a commitment to the community it is located in, MCS offers tuition assistance. More than 2 out of 3 families enrolled at the school qualify for this financial adjustment.

As an urban school, the staff at MCS realized that our community lacks accessible daycare options. To help address this community crisis, MCS sought the United Ways input, a national organization known for its support and contribution to daycare. After several months of investigation and exploration, MCS established a master plan for bringing 75 more daycare spaces to Muskegon.

The master plan for this project includes the following:

A six-classroom addition serving infants, toddlers, and more preschool rooms.
A play area for the new daycare option
Access to our Nature-Based Learning Initiative

With the construction of six more daycare classrooms, MCS can address several local community issues. The instruction will also provide project-based and hands-on learning opportunities. The youth in this urban area will reconnect with nature as it should be and get the head start on the education that they desperately need.

Program Goals and Measurable Objectives

MCS wants to strengthen the community in which it is located. This project will directly impact the neighborhood and the broad Muskegon community.

Expanding our daycare license from the current 75 to 150 spots
Serve 110 more kids in the broader Muskegon community
Reduce the level of daycare desert

These goals and objectives will be measured over the course of the next 2 years once built.

Timeline/Work Plan

Specific building drawings and permits are being secured currently.
Within 2 months of being fully funded, the contractors will break ground.
The goal is to have the daycare fully established by August 2024.

Sustainability Plan

To ensure this program's sustainability, MCS is focused on maximizing organizational efficiency, data collection and analysis, and the consistency of revenue streams. While this program does increase the annual budget, the added daycare spots will increase revenue and will be self-sustaining.

## Evaluation

-Expanding our daycare license from the current 75 to 150 spots
-Serve 110 more kids in the broader Muskegon community
-Reduce the level of daycare desert
-Work with the United Way, Goodwill, and the City of Muskegon for ongoing development of new daycare programming
-Increased kindergarten readiness for all students going into Muskegon Christian School and Muskegon Public Schools

## Budget Narrative/Justification

The rest of the funding has been secured through private fundraising. We have exhausted those options to further pursue private funding.

## West Michigan Symphony

### Project Name

Tune Up After-School Youth Music Education

**Requested** $200,000 **Total Project Cost** $400,000

### Executive Summary

The Tune Up string orchestra program will take place in Muskegon Public Schools in partnership with the 21st CCLC IMPACT after-school program. This collaboration will provide equal access to high quality instrumental music instruction to children with the fewest resources and greatest need in Muskegon, helping to develop well-rounded students through study of music and academic support. SLFRF Community Grant funding will provide one-time support to expand the program beyond its pilot year into additional grades and schools within MPS. This includes paying professional teaching artists and providing students with free access to quality musical instruments.

### Purpose of Grant

Statement of Need
In recent decades, music education in our school systems has diminished drastically even as evidence of its impact on student performance has accumulated. The COVID-19 pandemic has exacerbated an existing trend, particularly in lower income districts such as MPS.

Studies have shown that engagement in instrumental music leads to positive outcomes particularly for youth from disadvantaged backgrounds, who were more likely to obtain higher GPAs and SAT scores and to graduate from high school. In a 2019 University of British Columbia study, school music achievement positively related to successful results on all subjects. In particular, students who engaged in orchestra tested, on average, at a level more than one full academic year ahead of their peers. According to STEM Jobs Career Network, music education strengthens memory, language, temporal reasoning and attention. Music students score an average of 44 points higher on their math SAT.

Accelerated by the COVID-19 pandemic, the downward trend in availability of music has affected Muskegon Public Elementary Schools, although some of the other surrounding districts have retained strong offerings. In particular, none of MPS's four elementary schools has an orchestra program. This is doubly unfortunate given that 89% of MPS students are from low-income families, leading to inequity of both opportunities and outcomes.

The Solution
To address this gap, WMS is building an after-school orchestra program in Muskegon Public Schools. Dubbed "Tune Up," the program is based on El Sistema, a visionary global orchestra movement that provides instrumental music education to underserved youth, developing the life skills and habits that lead to successful lives. Like other programs based on this model, Tune Up offers multiple hours of instruction per week. Students receive free use of a musical instrument, learn to play that instrument, participate in ensemble and sectional lessons, build friendships, and receive music and academic

support from teaching artists and qualified staff, as well as mentoring from older students in Muskegon High School’s orchestra program.

The new program has been enthusiastically embraced by MPS and 21st CCLC Impact administrators in Muskegon. Impact is a well-established federally-funded program already active throughout MPS that provides supplemental learning opportunities and a necessary bridge between the end of the school day in mid-afternoon and the end of first-shift work hours for parents. Tune Up brings a needed musical element to the Impact curriculum; Impact provides a safe, reputable infrastructure for the Tune Up program. It is a win-win for Impact, for Tune Up, for MPS, for parents... and, most importantly, for the children.

Tune Up piloted in 2022-2023 in Marquette and Oakview elementary schools. The goal is to expand in subsequent years to include all MPS elementary schools and Muskegon Middle School. Prior participation in Link Up in the previous academic year will set students up for maximum progress and success. They will be fresh from the experience of learning to read music, playing the recorder, and being introduced to the orchestra through WMS Music Mentors and the Link Up concert. Thus, Tune Up will provide that critical next step in their musical development at just the right moment in time, when the excitement and energy of their Link Up experience is still in their recent memory.

Organizational Capacity
Our Music Director and CEO each have been professionally active in the orchestra industry for 35 years. (See bios below) Our Director of Education has been mounting music education programs collaboratively with area districts for nearly two decades. She has received specialized training and certification for the Tune Up program by the national service organization El Sistema USA, which provides oversight to similar programs in more than 80 U.S. cities (including Kalamazoo and Pontiac).

Previously existing educational offerings demonstrate WMS's capacity for sustained community engagement. The Link Up program, a collaboration with Carnegie Hall, regularly serves MPS schools and surrounding districts; WMS has been a Link Up partner for longer than any other orchestra in the U.S. Link Up is a free classroom-to-concert program in which 3rd and 4th grade students learn to read music and ultimately perform with the orchestra on recorders (plastic flute-like instruments) at the Frauenthal Center. The experience is a powerful one, and generates momentum that should be followed up on promptly with access to a quality string or band program.

WMS also offers tuition-based children's choir and string ensemble programs at its downtown venue, The Block, but these may present a time and financial barrier for low-income families, including the more than 30% in Muskegon County defined as "ALICE" (Asset Limited, Income Constrained, Employed) by the United Way of the Lakeshore. It was to address this inequity that WMS initially conceived of Tune Up, which eliminates the need for transportation, the cost of tuition, and the expense of providing an instrument.

Project “Just Cause” Vision: Equal access to music for all Muskegon schoolchildren.

Project Goals:

• Provide high quality instrumental music instruction to MPS Elementary School students who currently lack such opportunities
• Eliminate cost and transportation barriers for students with the fewest resources and greatest need

• Develop motivated, well-rounded students through the study of instrumental music and academic support in an afterschool program
• Build a sustainable fundraising plan to maintain Tune Up beyond the initial 5 year build out

Objectives:

• Expand Tune Up beyond single-grade pilot program into 3rd, 4th and 5th grade in Oakview and Marquette elementary schools during 2023/24 academic year
• Expand into all remaining elementary schools and into middle school the following year
• Continue annual expansion until Tune Up is established in 3-5 grades in all elementary schools with students feeding into Muskegon Middle School Tune Up program and the existing school day Middle and High School Orchestras

Methodology
Tune Up takes place daily after school and features both group lessons and full ensemble rehearsals. Students work toward an annual culminating performance for parents, siblings, relatives, and the public. There are an average of 48 group lessons during a typical 12-week semester.

Tune Up is tuition-free, removing any cost barrier. Every student has equal access to instrumental music beginning in elementary school and eventually extending into middle school, creating a bridge to the existing Muskegon High School Orchestra program and MCC Orchestra, and helping students develop the life skills and habits that lead to successful lives.

Free instruments are provided to every child enrolled in the Tune Up program. Instruments are the property of the Tune Up program and stay on site at the school under normal circumstances, but students can earn the right to take an instrument home on the weekend and eventually be permanently gifted with an instrument.

The program takes place in partnership with Muskegon Public Schools as part of MPS's 21st CCLC IMPACT program, which provides after-school academic enrichment opportunities. This leverages IMPACT's already established safe, supportive environment—including tutoring, snacks and fellowship—while adding a needed musical element.

20 students were served in the pilot class of Tune Up. We anticipate serving at least 30 in the second year, and by the end of the five-year buildout period, we anticipate serving 75-100 students annually. In the spirit of the Muskegon Promise, we aspire to provide equal access to music for all Muskegon schoolchildren.

Additional Partners
Tune Up has been endorsed by John Severson, former superintendent of Muskegon Area Intermediate School Districts; Matthew Cortez, MPS superintendent, and Nick Voyt, orchestra director of MPS. We consulted extensively with Mr. Voyt throughout the development of Tune Up, and during the pilot year he and his students from the high school orchestra have served as mentors and frequent visitors to the Tune Up students. Nick's guidance has ensured that the program meets the particular needs of MPS students, fills a needed gap, and supplements and complements the existing music curriculum.

We have also consulted with Claire Root Benson, Executive Director of Poppen Programs, a related program with a focus and mission distinct from Tune Up. Artist Nancy Poppen and her husband Sherman established this fund at the Community Foundation in 1993 to assist lower income families with access to arts lessons. The program funds weekly lessons in music and fine arts, books and supplies, coaching and camps. Tune Up students who show special music aptitude will be channeled toward Poppen to apply for private lessons, summer music camp, and music scholarships.

WMS teaching and administrative staff meet frequently with school administrators and with the administrators of the 21st CCLC Impact program to make sure that the program is in compliance with federal and state guidelines and that it is meeting the needs of the participating students.

Similar Agencies and Programs
WMS is the only professional orchestra on the lakeshore. The adjacent Grand Rapids Symphony does not serve Muskegon County. In Muskegon itself, the closest related program is Poppen (see above). We have a cooperative, supportive relationship with Poppen, which in addition to funding private lessons, supports older students' participation in our tuition-based Debut Strings program, held downtown at The Block. Tune Up is tuition-free, for beginning students, and held on site in the schools. Tune Up fills a gap in early music education that over time will strengthen and complement Poppen, our own tuition-based ensembles, and MPS ensembles in middle and high school.

Constituent Involvement
Oversight of the program is provided by the WMS Community Committee, which is chaired by a board member and includes additional board, staff, and community representatives. Our most important constituent partner is 21st CCLC Impact, and WMS staff is in constant, weekly contact with Impact administration members to ensure that the program is running smoothly and in accordance with federal and state guidelines. MPS High School Orchestra teacher Nick Voyt's ongoing involvement is described above. Periodically, WMS leadership meets with MPS officials, including Superintendent Matthew Cortez and Dr. Jennifer Hammond, Executive Director of Academic Services. We also remain in contact with Claire Benson, Executive Director of the Poppen Program, and with Daniel Myers, Music Director of Muskegon Community College.

Project Personnel
Lauren Garza, Lead Teaching Artist, is a trained violist who performs with the West Michigan and Holland symphonies. She received her Doctorate and Masters in performance from Michigan State University and her Bachelors from Hope College. She is an active performer throughout the region and maintains a private studio of violin and viola students. Previously she served as General Manager of Holland Symphony Youth Orchestras.

Karen Vander Zanden, Director of Education, holds a Bachelor of Business Administration from Central Michigan University and has been bringing children's music education programs to lakeshore communities for 17 years. These include Click Clack Moosic, a storytime program for preschoolers; Carnegie Hall's Link Up for 3rd- through 5th grade students; and Debut and Premier Strings for intermediate to advanced level string students.

Andrew Buelow, President & CEO, previously served as executive director of Symphony Tacoma and the Traverse Symphony Orchestra and Director of PR for the Milwaukee Symphony Orchestra—a combined tenure of 35 years. Since his arrival, WMS has retired all debt, rebuilt its operating surplus and reserves, completed Strategic Planning and DEI initiatives, and raised nearly $4 million toward endowment and program expansion. A pianist and keyboardist, Buelow holds a BA in Music from Lawrence University.

Scott Speck, Music Director since 2003, also conducts the world-famous Joffrey Ballet and the Chicago Philharmonic. He previously served as conductor of the San Francisco Ballet; music advisor of the Honolulu Symphony; and associate conductor of the Los Angeles Opera. He was invited to the White House as music director of the Washington Ballet. Speck has conducted at London's Royal Opera House at Covent Garden, the Paris Opera, New York's Lincoln Center, Chicago's Symphony Center, Washington's Kennedy Center and the Los Angeles Music Center. He co-authored the best-selling book Classical Music for Dummies.

Long-term Funding

WMS is in the process of growing its Endowment and building Organizational Reserves to provide long-term sustainability for its educational and performance footprint in the community. In 2020 we launched a dedicated campaign, Play Your Part, which to date has secured nearly $4 million in pledges toward the organization's endowment at the Community Foundation for Muskegon County and organizational reserves that are held as short-term investments at Merrill Lynch and managed by Hammond, Martin & Associates. Pledges are being fulfilled during a three- to five-year time span.

Final Rule Compliance

The Tune Up program specifically addresses and remediates losses in learning opportunities, as well as inequitable opportunities aggravated by the pandemic. Muskegon residents who are unable to afford sending their children to different school districts or to private schooling have long experienced difficulty in accessing music and the arts within MPS on a level commensurate with those of adjoining districts. The disparity is particularly glaring when compared to the programs offered by North Muskegon, Mona Shores, and other nearby districts. The pandemic and resulting changes in academic scheduling, along with teacher movement and flight, have exacerbated this trend. The 2019 UBC study—in which orchestra students tested a full academic year ahead of their peers—demonstrates the critical value of instrumental music in helping our students advance, experience equitable quality of life in education, and thereby thrive in their school setting.

## Evaluation

The program will be evaluated based on its outputs—number of schools, number of students, implementation of lesson plans--as well as by monitoring the progress of the students. Are they advancing at a pace consistent with students in other programs? Are they exhibiting proper position, bowing and fingering? Are they learning to play together as an ensemble? What is their level of motivation, and what activities stimulate it?

Like most music students, the Tune Up class will work toward a performance goal. For all musicians, performance is both an irreplaceable motivator and a gauge of progress. Preparing for their public appearance during the Muskegon Middle School Black History Month Celebration was an inflection point for the pilot class. The opportunity to play in public for peers and parents motivated them to practice and prepare, and the sense of pride and satisfaction afterwards carried them for months.

MPS officials and IMPACT personnel monitor progress and outcomes on a weekly basis. Lauren Garza has arranged with MHS music instructor Nick Voyt for his own senior orchestra students to serve as mentors. This peer support has been a significant factor in elevating their level of progress. Nick himself has also been a regular presence, and his feedback and guidance has been extremely helpful. Finally, Karen Vander Zanden draws on her training experience from El Sistema USA to apply national techniques and standards to the program.

The measured start with a modest number of students in this first year will enable us to gain experience before building out too rapidly. The program has the flexibility to expand more rapidly than projected, based on demand and resources. However, the nature of the program is to focus on impact rather than breadth: providing the deepest experience to participating students over time rather than quickly reaching the largest possible number of students.

## Budget Narrative/Justification

Amounts Requested of other foundations, corporations and individual donors:

Community Foundation for Muskegon County 60,000
Fifth Third Bank 15,000
Gerber Foundation 12,000
Howmet Aerospace 42,000
Meijer Foundation 30,000
Individual Donors 41,000

Total: 200,000

List of Priority Items:

Lead Teaching Artist salary $115,000
Teaching Assistants $75,000
Instrument Purchase $43,500

## Unity Beauty Salon & Spa LLC

**Project Name**

Renewing Unity in The Community

**Requested** $50,000 **Total Project Cost** $50,000

**Executive Summary**

Unity Beauty & Spa LLC is a full-service beauty salon dedicated to consistently providing high customer satisfaction to the community by consistently offering quality products, excellent service, and providing an enjoyable experience at an acceptable price/value relationship. We've been in the community for over 17 years at this downtown location. We will also maintain a friendly, fair, and creative work environment, which respects diversity, ideas, and hard work and dedication.

Our Mission: To provide services and products that enhance our clients' mental relaxation and well as physical appearance.

Our Motto: "Uniting your beauty in your Comm-unity!"

Unity is requesting this grant to help anyone interested in becoming a license cosmetologist through a short apprenticeship program. The timing is right for reorganizing this venture in our community. Covid left this business with a lot of uncertainties. We were shut down for a year then we had to restart our business practices around Covid-19, and that included finding new unique ways to do business in a safe manner. During shutdown the salon lost several stylist. So, to gain back business, our team came up with a idea to re-organize the the salon to accommodate an apprenticeship program. We've have successfully apprenticed 1 stylist. Renewing Unity in the community of Muskegon county would be very helpful. It will bring more business to the community and our salon. The demand for hairstylist in our community is high, and the procurement of highly professional and qualified beauticians to support the salon, has made this business one of great potential to start a program like this.

I, Joann Johnson, the owner of Unity have been at the location for 17 years and has created a large client following through hard work and dedication. I have a talented team of beauticians, that has what it takes to make this new organization venture an extremely successful one. We expect our growing reputation to lead to new clients and beauticians to support our anticipated growth within the community.

To achieve our objectives, Unity Beauty Salon & Spa llc is seeking the funds to help with new equipment, supplies, and construction to make the salon equipped to accommodate 4 students at a time.

**Purpose of Grant**

Problem
Unity Beauty Beauty Salon & Spa llc Apprenticeship was created in response to the growing demand for high-quality beauty education and certification services in Muskegon County and surrounding areas.

There is an untapped need for comprehensive beauty education in the existing market, with a particular focus on catering to students of all ages, genders, and backgrounds. Unity Beauty Salon & Spa llc Apprenticeship Program is well-positioned to address this need, providing comprehensive beauty education and certification services with an emphasis on quality.

Solution

Unity Beauty Salon & Spa Llc Apprenticeship will be uniquely designed program. This program will offer a wide range of services and products, including hair styling, barbering, manicuring, and aesthetics. In addition, this program will provide continuing education opportunities and certified post-secondary training. Our goal is to provide to close the gap by offering superior beauty education and certification services to students of all ages, genders, and backgrounds across Muskegon County.
To reach this goal, Unity Beauty Salon & Spa Llc Apprenticeship Program plans to have 4 students enrolled by the end of 2023. We also plan to increase the program as a demand grows over time.

Target Market

Unity Beauty Salon & Spa Llc Apprenticeship will have a diverse set of target markets, including students of all ages, genders, and backgrounds who are looking to pursue a beauty education and certification program. We plan to target markets in Muskegon County and the surrounding areas. Secondly, we plan to expand our network to include beauty professionals, industry employers, organizations, and associations. We will use a mix of traditional and digital marketing strategies to reach potential students. Our target markets will include professionals, educators, employers, and students who seek training and certification in the beauty industry. Finally, we will target those who are interested in continuing education or post-secondary training in the beauty industry, who have a passion for the craft, and who are looking to enhance their career prospects.

Problem Worth Solving

Unity Beauty Salon & Spa Llc Apprenticeship recognizes that the beauty industry is constantly evolving, and it is becoming increasingly difficult for students to stay current with the latest styles and techniques. We are committed to offering comprehensive and up-to-date services and products to our students, and to ensure that they are provided with the most relevant and up-to-date education and certification that are available to them.

Our goal is to provide the best quality and most comprehensive beauty education and certification services. We are committed to making sure our students develop a competitive edge in the industry by researching, incorporating, and staying up to date of the latest trends and techniques in the beauty industry.

We are committed to serving diverse and underserved student populations, and we understand the importance of having a reputation for quality and innovation. We believe our excellent choice of services and products, and our commitment to quality, will stand apart from the competition.

Use of Funds

Unity Beauty Salon & Spa Llc Apprenticeship, will use the grant to ensure the successful reorganization and sustainment of the business. Specifically, this includes upfront investment into the following areas: salon upgrades, advanced equipment needed for specialized programs, staff to fulfill the various educational roles, and a comprehensive marketing and advertising campaigns to drive student interest. In addition, funds are needed for operational utilization, such as office supplies, staffing and payroll, insurance, and to cover inventory costs.

The projected budget, outlined in further detail in the plan, allocates the funds in a manner that minimizes financial risk and ensures a successful launch of the Apprenticeship. Short-term and long-term goals are set to ensure that the maximum potential of the investment is reached, with a projected return on investment by end 2023-24.

Team & Roles

In order to bring Unity Beauty Salon & Spa Llc Apprenticeship to the next level, we need a management team that is focused, driven, and experienced. We intend to employ experienced professionals who can quickly identify and address problems, plan ahead, increase productivity and promote excellence. Here are the following roles of our team outlines that we anticipate filling this year as we revamp operations.

Position & Description

Unity Beauty Salon & Spa llc Apprenticeship Director: Joann Johnson Responsible for the overall management, planning, and implementation of all apprenticeship programs and services.

Beauty Instructor: Joann Johnson, Carleylah Nash Provide classroom instruction and hands-on training to apprenticeship students.

Salon Manager: Carleylah Nash Manage the day-to-day operations of the apprenticeship & salon in order to ensure quality of services.

Receptionist: Erionna Johnson Greet visitors and handle incoming calls, emails, and other forms of communication.

Marketing Coordinator: Joann Johnson Develop marketing strategies and campaigns to promote the apprenticeship and its services.

Student Care Officer: Joann Johnson, Carleylah Nash Provide student support and advice, both academically and practically.

Key Metrics

Having clear and measurable key performance indicators (KPIs) is essential to monitoring and evaluating the performance of Unity Beauty Salon & Spa Llc Apprenticeship. Establishing goals and tracking these KPIs provides valuable insight into the trajectory of this business.

These KPIs will measure financial performance, operational performance, customer service, staff efficiency and other important aspects of this business. Examples of potential KPIs for Unity Beauty Salon & Spa Llc Apprenticeship will include:

- Total customer satisfaction score
- Number of enrollments each period
- Average customer retention rate
- Average revenue per customer
- Total number of customer complaints
- Employee attrition rate

By tracking and monitoring the relevant KPIs of this business, we can gain a better understanding of the performance of the apprenticeship, recognize any changes in client engagement, and adjust operations to enable successor the students.

Long Term Strategy
Our long term strategy is designed to ensure that we develop a highly productive and professional team at our apprenticeship program. We aim to recruit talented and motivated individuals across a range of disciplines and roles, providing attractive remuneration packages and benefits.
We intend to hire 2 more licensed instructors, as well as an administrative staff member and a marketing/social media expert. The director of operations will be responsible for directing and managing the apprenticeship program overall operations. Joann Johnson the director will be in charge of formulating and managing all of the school's financial budgets, including payroll and other operational expenses, and ensuring compliance with all regulatory requirements. The 2 instructors will be responsible for providing quality theoretical and practical lessons and workshops, covering core beauty disciplines, such as manicuring, makeup and hairdressing. Lastly, the administrative staff member Carleylah Nash will run the school's front-of-house operations and as the marketing/social media expert she create and implement the apprenticeship program digital marketing strategy.

We will offer competitive salaries and benefits packages to attract and retain top-quality personnel. We will also provide ongoing training and development to staff, to ensure that they are always informed of best practices and new industry standards.
By building a strong and professional team, we will ensure that our apprenticeship program is a highly successful business enterprise in Muskegon County.

By following these practices will stay in compliance with the ARPA Final Rule.

## Evaluation

An essential aspect of success in effective market analysis is defining the target audience and segmenting them according to their needs, attributes, and behaviors. Thus, creating a table of potential market segments is a crucial starting point for our apprenticeship program. By assessing each segment's size and potential, we will be able to identify the appropriate areas for concentrating our marketing efforts.

Our potential market segments can be characterized by the following characteristics: Location, Gender, Age, and Income.

Our target market segment for our apprenticeship program consists of customers aged 18-35 from both affluent and lower-income brackets. With a broad range of skills in cosmetology and esthetics, our services are tailored to the needs of both aspiring professionals and casual practitioners. We also recognize that many customers may be returning to school, either as a way to make a career change or as a way to develop existing knowledge and skills. We understand the unique challenges faced by students of all ages and backgrounds, and our goals are to provide a comfortable learning environment that suits each individual student's needs.

We are confident that this combination of services, affordability, and individualized attention will be attractive to our target segment. Our strategy will involve focusing on local markets to maintain a close relationship with their clients and build loyal, long-term relationships. We will also leverage digital marketing tools such as social media and email campaigns to reach a wider audience. As our business grows, we may also expand into other markets, but our initial strategy will focus on our core local customer base.

The goal of the marketing is to identify the target customers, differentiate the services offered from competitors, and establish plans for advertising, promotions, and public relations. The following are the marketing activities that we plan to focus on:

Marketing research: To understand what drives potential customers and their needs, attitudes, and buying behavior.

Market segmentation: To identify different potential customer segments and the best marketing strategies to reach them.

Competitor analysis: To identify the key competitors in the industry, understand how they position themselves, and learn from their strategies.

Positioning and branding: To develop a unique market position and build a powerful brand.
Advertising and promotions: To generate leads and convert them into customers.

Public relations: To maintain a positive public image and share our unique brand story. Unity Beauty Salon & Spa Llc Apprenticeship is proud to be a state-of-the-art apprenticeship program which offers the best of the latest beauty treatments and services. To maximize our students' potential, we are committed to leveraging the latest technology and tools to offer our students an incredibly modern and comprehensive learning experience. Our technology investments will also help our staff remain ahead of the curve and specialize as educators, pushing our students to success.

As part of our technology plan, our school will invest in student-facing hardware and software. Our software will analyze our student performance and attendance data, and provide real-time updates to our staff. Additionally, our hardware will include interactive kiosks and tablets throughout the different areas of the school, making it easier for staff and students to access the latest learning materials and resources.

We will also invest in hardware and software that support our back-end operations. We plan to invest in an online portal providing comprehensive data on our students, along with secure purchases and payments of our services. Being a modern and tech-savvy salon, we are eager to integrate our systems with the latest technologies to ensure the optimal learning environment for our students.

## Budget Narrative/Justification

Mannequins $500
Hair Clippers $200
Styling Chair $100/month
Make-up Kit $200
Construction $40000
Rent $8000
Supplies $1000

## Tiki Boiz Revival LLC

### Project Name

Tiki Boiz revival

**Requested** $50,000 **Total Project Cost** $50,000

### Executive Summary

Tiki boiz is an established business in the lakeside area that serves Hawaiian style cuisine. The community has shown great interest in keeping us around as we provide a unique product at an affordable price. We have currently been at our location for a year and want to continue to grow. We hope obtaining these funds will help us with that. We plan on using the funds for upgrading our equipment, remodeling including an out door patio and seating and obtaining a liquor license. The upgrading of our equipment will change the flow of the kitchen to be able to serve in a timely manner while still providing a quality product. It will also open us up for delivery, take out and online ordering which we did not offer last year in hopes to maximize our sales output. The delivery option will also gain us a new customer base to people who haven't been able to try us because they are at work or to far. With remodeling we intend to put in an outdoor tiki patio that will change our seating capacity from 25 to 50. We have a nice little view of Muskegon lake so we are certain people would enjoy the outdoor seating. We also are looking into obtaining a liquor license and serving island inspired craft cocktails for the customers to enjoy on said patio. We also plan on using the funds to install new gas lines in the building as they are not currently suitable for our current needs. For the time being we are seasonal because of this. We currently cook our chicken on a grill outside and it would have been to cold for our employees to cook outside. If we can get the gas lines fixed we plan on staying open year round. A small amount of the grant will be used for working capital including paying employee salaries, rent and bills during us not being open while we make these changes. In doing all this it will also open more avenues for employment creating more jobs for the community.

### Purpose of Grant

Our restaurant is pretty small so we are gonna rely more on delivery and take out to make up for our small space. Getting the new equipment will help with that tremendously. The outdoor seating will also combat our small space by providing more seating to the public for sit down dinning. We have contacted a talented contractor that will be able to build us exactly what we need for a beautiful outdoor seating area. The liquor license is going to be the tricky one as obtaining one can be hard but we have someone that has bought and sold over 200 of them in his life time and has all the knowledge on how to get one. We have a HVAC contractor at the ready to get the gas lines fixed as well. All of the funds will be going towards these tasks which follow the terms of the ARPA rules.

### Evaluation

Our plans are to move form a season operation to a year-round operation creating job opportunities as well as culinary offerings in an area that has limited food options during the winter months. Success will be evaluated buy measuring long term revenue as well as hours open compared to previous years

Our project costs are mostly focused on infrastructure allowing us to offer addition service and increased hours as well as days operating. Replication comes in the form of increased job opportunities and growth for our staff that are afforded greater hours and full-time opportunities.

## Budget Narrative/Justification

The liquor license is the only thing that is optional. If we can’t get that it won’t break the bank but the others are necessary.

## Rake Beer Project LLC

### Project Name

Brewery Reintroduced

**Requested** $25,000 **Total Project Cost** $25,581.64

### Executive Summary

We are requesting this grant to assist in the move of our business to a new location, and to refresh and restart our business after the detrimental effects we have experienced from COVID. On top of these larger reasons, we are also looking to utilize our space as to be more equitable to folks who are alcohol free, with the addition of our coffee shop concept and non/ alcoholic options that will provide a welcoming, inclusive space where folks who do not partake in alcohol can enjoy all that our central downtown district has to offer.

As a result of the Covid epidemic, the landscape for our industry has changed drastically, and the direction we were forced to go into as a way to survive the government shut-downs and mandates has proved to be different from the way we need to operate in order to survive in the "post-covid" hospitality industry. We will use this grant to assist us in making the changes we see necessary to allow us to be a stable, inclusive and strong part of downtown Muskegon for years to come.

### Purpose of Grant

Our need, or problem to be addressed is that we have an opportunity to really set up our business for long-term success in a pivotal space in Muskegon's downtown, but due to the effects of Covid, we are very cash strapped and will need some extra help to finish this project and get us re-started and re-opened in our new space. This grant will help us fill that bridge between the funding that we actually have on hand to build out and furnish this new space, and the extra funding that we will need to finish this project. Our target population for this new space will be every and anybody that enjoys our downtown; whether that be tourists, locals, anybody. We look to take all of the community enriching things that we have become known for in our space at the 794 Building and bring that to this new space. That means continuing to support the arts, music and artisans that practice their work in Muskegon, by giving them a space to do their thing. Continuing to be a space of equality and equity by hosting events that welcome and make each and every person in muskegon feel at home and comfortable. We will also be targeting the alcohol free population, a group often left out of downtown culture, by adding a robust coffee and non-alcoholic drink menu.

We have total capacity and ability to accomplish this activity, as it is a project that we have already begun work on, and have plans to finish one way or another. This grant will make that process a lot more stable, and offer us a way to do the things we plan to do within our strict and tight financial budget. Owner Josh Rake, along with his partners and staff have a proven track record of accomplishing objectives with this business.

We are requesting this grant to assist in the move of our business to a new location, and to refresh and restart our business after the detrimental effects we have experienced from COVID. On top of these larger reasons, we are also looking to utilize our space as to be more equitable to folks who are alcohol free, with the addition of our coffee shop concept and non/ alcoholic options that will provide a welcoming, inclusive space where folks who do not partake in alcohol can enjoy all that our central downtown district has to offer. We believe this move will dramatically increase revenue. The objectives will be measured with increased sale revenue in both alcohol and non-alcohol beverages. This is a new project for Rake Beer Project.

This is solely a project undertaken by Rake Beer Project, although it does include our new Coffee Concept, Overgrown Coffee Co. . We will however be partnering with and bolstering other local businesses with this new concept. Such as purchasing beans and other equipment from local coffee roasters, Aldea Coffee & Drip Drop Drink, purchasing wholesale baked goods from local bakeries such as Hodgepodge BakeShop, Yummy Delights and others. We plan to exclusively partner with local companies to provide these parts of our business.

There are several other coffee shops and breweries in our local area, and we have a long and proven track record of working in collaboration and cooperation with each and every one of these entities.

Owner Josh Rake, along with his partners and staff work closely with the community to ask what folks want and what they would like to see in our downtown area. This project is a reflection of what we have seen and heard people asking for over the past four years we have been in business.

Owner Josh Rake has been in the beer industry for about a decade, 4 years of that running a successful and critically acclaimed brewery right here in Muskegon. On top of that, Our front of house manager, Brooke Johnson has been a trained barista for years while managing Drip Drop Drink coffee shop, and he will be providing training for our new coffee concept.

This is a one time project that will not need funding after the end of the grant period. Once we finish this project, day to day business operations will proceed.

Award funds will be used for contractor services and equipment needed to reestablish our business after the detrimental effects of COVID. The funds will not be placed in reserve, will not be used to pay settlements or other judgements, nor be used to pay debts or fees related to issuing debt.

### Evaluation

The plan will be evaluated by comparing our projected budget to actual revenue. We have based our projections on 25% increase in revenue from our previous location to our new location. The results will be used to guide potential improvements to the production facility, including additional upgraded brewing equipment.

### Budget Narrative/Justification

No funds will be requested from any other foundations or corporations. The priority items include the 10 BBL Unitank and the Glycol Chiller.

## Kid's Food Basket

### Project Name

Kids' Food Basket Feeding Our Future Muskegon County

**Requested** $250,000 **Total Project Cost** $2,700,000

### Executive Summary

At the core of Kids' Food Basket's (KFB) mission is the belief that healthy food is a right. KFB exists to break down barriers and increase access to healthy, nourishing food so that children and families thrive. Through its flagship Sack Supper program, sustainable, community-driven farming and educational programming, KFB is working towards a hunger-free West Michigan. Together with Muskegon residents and stakeholders, Kids' Food Basket is pursuing food equity in a way that leverages, promotes, and celebrates the power and passion of the local community. Every day, KFB facilitates food provision, cultivates community, and fosters an environment across Muskegon that creates a high and equitable quality of life for all.

Over the past ten years in Muskegon County, the reality remains that the need for healthy food access and education is much bigger than our current programmatic impact. At KFB's first location in the basement of Central United Methodist Church in Downtown Muskegon, KFB operations was limited in its ability to create increased access to healthy foods for children and families. Recently, KFB moved into a temporary location in partnership with Aldea Roastery to help create a more functional space for warehouse operations, food storage, and volunteerism. KFB's long-term vision is to purchase and renovate the space at 209 E. Apple Avenue; a building that can be a permanent location for KFB to nourish more children in the community so that they can reach their full potential. This location will allow KFB to continue to respond to meet the demands of food insecurity in the community, expand its nutrition education program, engage with the community and create an opportunity for urban farming in the Muskegon community.

### Purpose of Grant

For more than ten years, Kids' Food Basket (KFB) has been woven into the fabric of Greater Muskegon's journey to make its community the healthiest in Michigan. In 2012, local stakeholders shared a consensus that there was both a need and eager support for KFB programming in Muskegon County. Local leaders banded together to secure a location, raise capital, and begin forging partnerships with area schools to further identify the need. In April 2012, KFB officially began operations in Muskegon County by serving Sack Suppers to Martin Luther King, Jr. Elementary School in Muskegon Heights.

In the years since, KFB's Muskegon County program has evolved to become an all-encompassing approach to addressing food insecurity. Each weekday, Kids' Food Basket convenes dozens of volunteers, empowers youth to be proactive catalysts for change, and encourages lifelong healthy habits by improving access to and education about nutritious food. KFB has grown from nourishing 389 children at one school to now nourishing approximately 1,700 children at seven schools and sites across the county. In 2013, following one year of continuous Sack Suppers at Edgewood Elementary in

Muskegon Heights, the former principal, Shawn Hurt, shared that their district saw a 21% increase in MEAP scores - which he heavily attributed to Kids' Food Basket's consistent end-of-the-day Sack Suppers.

According to the most recent available data from Annie E. Casey Foundation, the State of Michigan, Feeding America, and County Health Rankings, Muskegon County faces many challenges:

Based on 2017-2021 data, 14% of children in Muskegon live in high-poverty neighborhoods.

As of 2018, 77% of food-insecure children in Muskegon County are income-eligible for nutrition programs, but only 28.7% receive SNAP benefits.

As of 2020, 19.6% of children in Muskegon County are considered food-insecure.

As of 2022, Muskegon County ranks #70 out of 83 counties in Michigan for overall health and quality of life.

Although up-to-date research reflecting the impact of the COVID-19 crisis is still in progress, national data allows it to be safely assumed that many of these numbers have only grown. Especially in times of hardship, families in greater Muskegon deserve their right to healthy, nourishing food. Without removing a school from its waitlist, KFB saw a 34% increase in families opting for their children to receive a Sack Supper in the fall of 2021. It is always KFB's aim and intention to deepen its impact in the schools and communities it already serves, but the limitations of KFB's current facility remain a barrier in its ability to do so. The expansion of KFB programming in Muskegon County promises to stand in the gap for Muskegon children and families, empowering them with access to nutritious food that supports healthy, prosperous living.

"Kids' Food Basket has been a valued partner at Cardinal and Early Elementary since 2018. By ensuring that lunch isn't the last meal of the day, these healthy take home Sack Suppers have been a tremendous benefit to our families, especially over the Global Pandemic. Kids' Food Basket deeply cares about nourishing children to reach their full potential. I cannot think of a more worthy cause (or) organization to support as they look to expand their programming in Muskegon County".

Jim Nielsen, Superintendent

Orchard View Schools

With support and engagement from the Muskegon community, Kids' Food Basket (KFB) has made an impact over the last decade, it knows there is more work to be done to increase food security for thousands of children and families still in need of critical support in Muskegon County. At its original facility in the basement of Central United Methodist Church, KFB has reached capacity, severely limiting any ability to nourish additional kids - the way that the current need demands. To meet this need, KFB's Board of Directors has approved a $2.7 million fundraising effort that will expand its reach and the quality of services it can provide to Muskegon County children.

KFB's vision for Muskegon includes the following outcomes:

Expand critical Sack Supper services to additional schools in Muskegon County.

Replicate KFB's successful, comprehensive programming from Kent, Ottawa, and Allegan Counties in Muskegon County to include; more youth and family engagement and classroom learning opportunities.

By 2025, develop capacity to increase Sack Suppers to an additional "wait listed" schools in Muskegon County.

To meet this vision and achieve the above outcomes, the following steps must be taken:

Expand physical capacity with sufficient space for offices and space for Sack Supper assembly and educational programming.

Expand programmatic capacity by hiring staff dedicated to serving KFB's Muskegon County neighbors across all five commitments to community (Nourish, Grow, Learn, Engage and Advocate).

Timeline:
Over the next several months, KFB will carry out its campaign in the following ways:

December 2021 – Spring 2023 – Quiet Phase: Campaign Cabinet met monthly through June 2022 & Recruitment of leadership gifts identified in the feasibility study conducted in August of 2021

Summer/Fall 2023 – Public Phase: Media Relations & Public Fundraising

Fall/Winter 2023 – Fall 2024: Construction of building and moving in

Partnerships
For 10 years now, Kids' Food Basket (KFB) Muskegon has been uniquely focused on providing ready-to-eat evening meals for children. KFB has partnered with community agencies and members to provide fresh, locally grown food into its community, creating an impact beyond the daily Sack Supper. As a volunteer-driven service organization, KFB has created an ecosystem of equity partners. KFB currently partners with seven area schools during the school year. In the summer months, KFB partners with local parks and recreation programs, faith communities and summer program sites to ensure children have access to nutrition when school is out of session. KFB is thrilled that many of these schools and summer sites also partner in education via its Ground Up Learning Lab curriculum.

In addition to schools and service sites, KFB partners with local farmers, wholesalers and Feeding America to further its mission and increase healthy food access and nutrition education for the community's kids. On average, 30% of KFB's food is purchased from Feeding America where it can procure non-perishable items for $.16 cents per pound. Wish list drives that are hosted by community partners provide on average 20% of KFB's food and 50% is purchased from local farmers and wholesalers for fresh produce.

Additional community partners include the Muskegon Correctional Facility, US Café and the Boys & Girls Club. Partnerships include growing and donating produce for Sack Suppers, providing a touch of love by decorating bags for Sack Suppers, responsive partnerships for opportunities to provide Sack Suppers based on identified needs and educational opportunities around fresh produce and healthy food choices.

Similar or Existing Projects

Kids' Food Basket partners with schools alongside their free and reduced cost breakfast and lunch programs. Schools where over 70% of children are eligible for free and reduced meals are on the most immediate waiting list to ensure that students have access to three meals every weekday. Compared to long-standing school meal programs, after school meals are few and far between. Coming alongside schools with barrier-free evening meals, urban farming, nutrition education and community engagement, KFB's programming model is ensuring Muskegon children have access to nourishment needed to thrive.

Community Listening
Kids' Food Basket (KFB) recognizes the importance of including community and stakeholder voices in the development of program design and implementation. In the fall of 2021, KFB utilized the principles of human-centered design to develop community listening sessions and participant surveys that focused on participants' perspectives and ideas around food security barriers and resources. KFB contracted Allison Rudi LLC and Taproot Sustainability LLC to provide research design, unbiased third-party facilitation, data collection, analysis and reporting. The researchers worked closely with KFB to design inclusive community listening sessions and to develop appropriate exercises and questions about food access and consumption, nutrition needs and KFB programming specifically in Muskegon County. Participants also completed a survey that asked about their experiences and the experiences of their neighbors around accessing food. Additionally, during these listening sessions KFB asked for community input around a new facility and what it could include the information gathered is directly impacting construction plans for the permanent space.

Sustainability
Planning for organizational and community sustainability is an obligation of Kids' Food Basket's (KFB) board and staff to ensure continuation of its services. KFB's ability to respond to childhood hunger and deliver meaningful, measurable and financially sustainable results is made possible through the following:

Strong Executive and Board Leadership
Local and innovative Advisory Board representing Muskegon County
An ecosystem of equity partners
Well-designed and well-implemented programs and strategies
Strong systems for financial stewardship and accountability
Internal monitoring for continuous improvement
External evaluation for mission effectiveness

Ultimately, sustainability comes from KFB's annual donors and volunteer base as well as its ability to align outcomes with stakeholders who share a desire to see these outcomes realized. KFB will continue to build its annual fund through donations and apply for additional support for ongoing programming expenses following the grant period through grantmaking agencies.

Kids' Food Basket (KFB) and Feeding Our Future for Muskegon Children align with the ARPA Final Rule as a nonprofit organization that is working in the Muskegon community that is impacted by changing economic times as a result of the pandemic. KFB is seeing an increase in demand for its services as evidenced by the number of children impacted by food insecurity. Simultaneously, KFB is experiencing changes in its organizational needs as it partners with schools and community organizations, as well as decreases in its revenue due to donor giving and accessible government funds.

## Evaluation

Success at Kids' Food Basket (KFB) is aligned with the three-year strategic plan as well as its community listening and program evaluation.

Listening
Since its inception, listening to its community has been paramount to the work of KFB. As an organization, it hosts ongoing listening sessions collecting feedback and designing program evolution and response based on local themes.

In addition to community listening sessions, KFB also hosts "Lunch and Listens" with teachers and site coordinators at neighboring schools. At those sessions, valuable, facilitated discussions are held with participants to get an inside look at how KFB programming impacts students. Feedback from Lunch and Listens are essential to shaping KFB's farm to school programming, including the menu items served in Sack Suppers. Additionally, listening to community is critical to KFB's continuous organizational improvement and growth.

Based on challenges and proposed solutions shared in survey responses and listening sessions, KFB has been collaborating with community partners and residents to design programming in schools and home environments. The goal is to increase the availability of life-affirming food and food-based education in both settings. Additionally, through process and program evaluations, KFB regularly measures if its program response to food insecurity is the right response. KFB also measures the increase in healthy food access and consumption, along with shifts in healthy behaviors through pre and post surveys.

Program evaluation is essential to the important work of Kids' Food Basket (KFB). Daily, KFB keeps records of all activities from the number of volunteers engaged, the variety and amount of fresh fruits and vegetables served and the number of children nourished each weekday. KFB also conducts periodic taste testing of items in Sack Suppers with students, especially when it adds new food items to the menu.

Annually, KFB engages with stakeholders to help ensure that many voices are heard and considered. Through "Lunch and Listen" sessions with teachers and staff at the schools it partners with, self-reporting questionnaires and surveys, KFB can reveal what factors influence behaviors or attitudes and capture stories of need and impact. Through these qualitative measures, KFB reports to its community partners and stakeholders the impact their investments are making.

Information from KFB's evaluation work is shared through a Community Stakeholder Report based on findings as listening sessions are complete and annual Impact Reports.

## Budget Narrative/Justification

Our top two priority items which total $2,120,000 in cost. 1) Building Purchase and Renovation 2) Furniture, Equipment and Technology

## Mount Zion Church of God in Christ

### Project Name

Mount Zion Club 188 Summer Academy

**Requested** $37,000 **Total Project Cost** $119,000

### Executive Summary

Imagine dozens of inner-city youth hanging out during the summer with no structured activities, with no engagement in learning or enriching experiences or constructive play or organized recreational activities. Imagine them in settings with minimum to no adult supervision, with opportunities to participate in risky behaviors or criminal activities. The Mount Zion Club 188 addresses these issues and more. The program is designed to reduce summer learning loss that is common for all children but especially children of color. Throughout a 7 week summer session, Club 188 youth engage in reading exercises, applied math and science activities, a variety of enrichment field trips, and healthy lifestyle and recreational activities. Children in grades preschool to high school from the city of Muskegon and surrounding Muskegon County communities are enrolled. Most of the youth are African American.

Sixty youth will participate in weekly reading activities, take field trips to Hackley Library, and area museums. One day each week is dedicated to math instruction and/or hands-on science activities. All youth will receive water safety/swimming instruction as well as a kayaking experience. They will be exposed to cultural and performing arts, and participate in diversity events. They will learn the importance of eating healthy by cultivating a local community garden and patronizing the Muskegon Farmer's Market. All youth will have the opportunity to attend an outdoor camp.

We are requesting ARPA grant funding to upgrade our student computer lab by purchasing new computers and chairs, hire a college student to manage the lab, and replace tables and chairs in our preschool classroom. We also want to hire a consultant to evaluate our programming, secure a photographer and to increase the volunteers" stipends. Furthermore, we desire to increase our field trips to museums and zoo's; and provide opportunities for youth to attend theater performances in other communities in our state or region.

By funding this grant request, an investment will be made toward future growth and opportunities for Muskegon area youth.

### Purpose of Grant

Many of our children of color spend the entire summer not participating in academic or enrichment activities due to limited access, and motivation. Furthermore, studies have shown that during the summer they lose up to a third of what they learned in the previous school year. The Pandemic school closures added to the learning loss of our youth. According to a recent "U.S. News & World Report" article, "More than half a school year of learning in math and nearly a quarter of a school year was loss in reading" during the COVID school shutdown. And dozens of studies have concluded that the pandemic had a negative and uneven effect on student learning: Black and Latino students experienced greater decline in test scores than their peers ("Education Week" November 30, 2022.)

While we don't purport to be a cure-all for learning loss, we commit that Club 188 youth will be enrolled in an adult supervised and Structured Summer Learning Experience; and they will receive weekly academic and enrichment exposures delivered by qualified people such as retired teachers, educators, and other professionals. Grant funding will allow us to utilize our computer lab as a support to reading, math and science classroom instruction. Our current computer equipment is outdated and in disrepair; and we have not had sufficient funds to hire a person to manage the lab, help with instruction and monitor the students.

Another need of Club 188 is additional bus/van transportation. Currently we contract with Dean Transportation to transport our youth to venues in Muskegon and adjacent counties. Our desire is to expose youth to the cultural arts and diversity events in cities outside of West Michigan. With ARPA grant funds we can lease more vans or contract with motorcoach companies for such trips.

Club 188 has been operating since 2009. The lead staff includes college degree educators. One is a retired college administrator and former adjunct instructor in African American history and college study skills. She developed the Hands-On Science Program for African American Youth and was a planner of the Black and Hispanic career conferences at Muskegon Community College. As a former Dean of Students, she has budget managing experiences in higher education. She became the Club 188 director in 2011 and "grew" the program over a 10 year period, and received grant funding each year. She continues to write grants, monitor spending, and complete grant reports in her role as assistant to the director.

The current director has been a long-time volunteer of Club 188 and her children have been long-time students of Club 188. The current director holds a degree in elementary education and is a Muskegon Public Schools elementary educator. She works with children who experience challenges with math and reading. The executive director holds college degrees and was a college financial aid administrator.

Goal: To engage youth in academic activities that mitigate summer learning loss
schedule weekly age-appropriate reading sessions and math/science lessons
facilitate on-site computer lab applications of reading, math and science lessons- New
complete weekly reading and hands-on learning activities at local libraries and museums
expose youth to on-site presentations and field trips on cultural, ethnic and diversity topics

Goal: To provide youth with STEM/STEAM experiences
place a select group of middle school students in the MAISD Career Tech Camp- New
provide physics application and other hands-on science and technology activities
schedule group sessions in the Muskegon Community College downtown campus "Fab Lab"

Goal: To provide cultural arts and healthy lifestyle exposures
arrange attendance and/or participation in the performing arts
engage youth in gardening, healthy food preparation, and social/emotional discussions
offer recreational and camping opportunities for all grade groups

## Evaluation

A general program evaluation will be conducted at the conclusions of the summer program using objective (written) and subjective (verbal) methods. Both youth and adults will provide input. The evaluation input is used to plan future sessions. The hiring of a professional evaluator will help us in planning for the future. One of our goals is to expand Club 188 into a year round program

Regarding the specific requests for ARPA funding, we will define and measure our success as follows:
Purchase and installation of 20 new computers and chairs
Hired computer lab manager, an evaluator, and a photographer
Purchase of pre-school size tables and chairs for 25 children
A completed theater/performing arts trip for 25-30 youth

## Budget Narrative/Justification

ARPA Grant Budget Narrative/Justification-2023

Equipment- $14,000
New computers and chairs are needed in the computer lab; the current computers are more than 10 years old. The computers are used to complement classroom instruction, and are used by the students during quiet times. We would like to purchase a few tablets for the same purposes. We will purchase 20 computers @ $360 each; 20 chairs @ $75 each; 25 tablets @$100 each; and pre-school tables and chairs to seat 25 youth for approximately $2000.

Salaries- $11,000
We want to hire a computer lab manager to provide instructional support, and to monitor use of the lab. The salary for this position was calculated as follows: $20 hourly x 22 hours per week for 7 weeks. There is a need for a professional evaluation of the Club 188 academic efforts, $2500 is the estimated cost. Each year we try to give our volunteers a small stipend to help cover their transportation etc., (some years we have been unable to do it). Our desire is to give 25 volunteers $400 ($50 x 8 weeks).

Travel- $8000
We believe it is important that the students get exposure to the performing arts, and cultural events that may not be available in Muskegon. A December, 2023 Black Ensemble Theater production in Chicago is being considered. The estimated cost of the trip is $5000 for bus and admission for 35 people. A similar trip to the Detroit Wright Museum of African American History is also desirable; and we have estimated $3000 for it.

Other- $4000
This line item includes utilities, maintenance supplies, internet/telephone, and graphic services. Utilities and maintenance supplies expenditures are taken out of Club 188 funds. We would prefer to spend those dollars on student activities. Internet, telephone, and graphic services are in our budget, but the church currently covers those expenses.

Other Foundations
This proposal request has not been submitted to other Foundations. However, we have submitted grant applications to the Community Foundation for Muskegon County, and the Gerber Foundation. The Community Foundation grant does list $5000 for staff stipends. For the most part, those Foundation requests cover other funding needs, such as camping and local activities and related bus service.

Priority for ARPA funding

#1 Computer equipment and chairs; preschool tables, and chairs
#2 Salaries for Lab manager and consultant
#3 Performing Arts Trip

## Boys and Girls Club of the Muskegon Lakeshore

### Project Name

Revitalizing Community Wellness: Modernizing and Expanding Clubhouse MKG

**Requested** $250,000 **Total Project Cost** $1,800,000

### Executive Summary

The Boys & Girls Club of the Muskegon Lakeshore Neal Fitness Center (Clubhouse MKG) is requesting a grant in the amount of $250,000 to support renovating the pool as part of the completion of Phase 2 of renovating the Community Center. The target population for this project is broad, encompassing community members of all ages, including youth, seniors, and persons with disabilities. The renovated Clubhouse MKG will provide a state-of-the-art facility that will serve over 300 youth and 1,000 fitness center members per day. The objectives include providing high-quality after-school programming, fostering a safe and supportive environment, and promoting recreation, physical fitness and well-being. The grant funds will help complete the Clubhouse MKG modernization and improvements and create a welcoming and inclusive environment for all members of the community, encouraging greater participation in programs and activities.. Measurable objectives include a 100% increase in Boys & Girls Club program participation, a 300% increase in Neal Fitness Center usage by seniors and community members, and a 50% increase in community engagement within 12 months of project completion. When complete, the Clubhouse MKG Community Center will provide after-school programs, fitness and recreational opportunities to the Muskegon community, promoting community engagement, positive youth development, and healthy lifestyles. The purpose of the grant is to fund Phase 2 of renovations and improvements to the Clubhouse MKG Community Center in order to better serve the needs of the community and promote economic development, community connection, and quality of life for residents.

### Purpose of Grant

The current facility is outdated and in need of renovation to meet the changing needs of the community. According to Robert C. Wood Foundation's 2023 data, Muskegon County ranks 69th out of Michigan's 83 counties, making it one of the least healthy counties. And the COVID-19 pandemic disproportionately impacted marginalized neighbors living in Muskegon, exacerbating existing health disparities. Access to safe recreational activities is limited, particularly for children and seniors negatively affected by social isolation. The Clubhouse MKG serves this vulnerable population and requires renovations to ensure that it can continue to provide a safe and accessible space for physical activity and recreation. The proposed renovation project aligns with ARPA requirements to address COVID disparities by improving access to safe recreational activities and reducing the negative mental health impacts of social isolation, particularly for children and seniors in disadvantaged communities.

In the Fall of 2022, ground was broken for Phase I renovations. With the increased cost of materials and labor due to supply chain issues caused by COVID-19, portions of the renovations and furnishings could not be included in Phase 1. The remaining items include the pool, parking lot, gymnasium, sauna, walking track and locker rooms. Furnishings and equipment need to be purchased for the welcome area and lobby, cardio room, weight room, spin studio, and concession stand where healthy snacks and drinks can be purchased. The total project cost for the community center's Phase 2 renovations is $3,000,000. ARPA Community Grant funds will help fill the GAP in funding to complete Phase 2.

Muskegon County is known for its extensive waterfront, with 26 miles of Lake Michigan shoreline and numerous inland lakes and rivers. In fact, over 25% of Muskegon County is considered to be on the waterfront, making it a prime location for water-based activities and outdoor recreation. The Clubhouse MKG's location on the Muskegon Lake waterfront allows it to tap into this valuable resource and provide unique opportunities for Muskegon. It is in a prime location, nestled between Heritage Landing and Hartshorn Marina. This proximity to water offers a unique opportunity to offer water-based activities and programs for Muskegon. With such easy access to the water, Clubhouse MKG offers a variety of recreational opportunities that improve physical fitness and mental well-being including aquatic programs such as boating, sailing, kayaking, fishing in addition to swimming in the pool. According to the Centers for Disease Control and Prevention (CDC), drowning is the leading cause of unintentional injury death for children aged 1-4 and the second leading cause of injury death for children aged 5-14 in the United States. In Muskegon County, between 2010 and 2019, there were 24 drowning deaths, with a drowning death rate of 1.4 per 100,000 population, which is higher than the state average. Given the Clubhouse MKG location on the shore of Muskegon Lake and the high rate of drownings in the county, having a functional pool for swimming and water safety education is crucial to prevent future tragedies and promote the overall health and safety of the community.

As mentioned, repairs to the pool were not included in Phase 1, but are very important to Muskegon. We recognize the importance of having a functional pool to provide a space for water safety education and swimming classes which is vital for a community located near large bodies of water. At this time, we will not be able to re-open the pool unless significant investment is made to repair it. The pool equipment is outdated and in poor condition as it has not undergone any major renovations in the past five decades. The pool tile is in poor condition, the filtration system is inefficient, and the heating and ventilation systems need to be replaced. In addition, the deck and surrounding areas require repairs, and equipment and safety features need to be updated. The pool renovations will also include the addition of ADA accessibility features, such as ramps and handrails, to make the pool accessible to individuals with disabilities. Without these renovations, the pool will be forced to remain closed, leaving the community without a valuable resource for aquatic education, physical activity and recreation. Not to mention the great disappointment of all the children, youth and seniors who love swimming in this pool.

In addition to the pool, Phase 2 includes renovating the gym. The gym floor current floor is well past its prime and presents a safety hazard for the patrons of the fitness center and the youth in the after-school program. The gym walls will be repaired and painted to ensure they are structurally sound and safe for use. The storage areas will be reorganized and improved to reduce the risk of accidents and injuries caused by clutter or equipment falling over. Furthermore, the basketball backboards will be inspected and replaced if necessary to ensure they are secure and meet safety standards.

Our project also includes repairs to the running track above the gym. The track has fallen into disrepair over the years and now poses a safety hazard to users. Necessary repairs will be made to the track, ensuring that it is safe for use and providing an additional fitness resource for Muskegon's cold Winters. The repairs will include fixing any structural damage, resurfacing the track, and installing new safety features such as guardrails and padding where necessary. With these improvements, we aim to promote physical fitness and provide a safe and enjoyable environment for all who use the track.

The current condition of our parking lot and lighting system presents an obstacle to our mission of providing high-quality recreational and educational opportunities for youth and families in Muskegon. The cracked, uneven parking lot and outdated lighting system pose safety hazards and present a negative image. With the new development at Adelaide Point, Hartshorn Village, and the Watermark, the poor condition of the parking lot will stand out even more. Parking lot repairs will greatly improve safety and accessibility, reduce energy consumption and maintenance costs, and make Clubhouse MKG more inviting for community members to participate in programs and events. The new LED lighting system will be energy-efficient and designed to last for many years, while the re-surfaced parking lot will withstand heavy use and changing weather conditions, making it a sustainable resource for Muskegon.

The desired outcome of these safety renovations is to provide a safe and secure environment for patrons of the Neal Fitness Center and the Youth attending the Boys & Girls Club of the Muskegon Lakeshore after-school program as they engage in physical activity without fear of injury and contribute to the well-being and health of Muskegon residents.

The target population for this project is broad, encompassing community members of all ages, including youth, seniors, and persons with disabilities. The Boys & Girls Club of the Muskegon Lakeshore Youth Center and the Neal Fitness Center primarily serve this population, offering social services and recreation opportunities to promote healthy lifestyles and positive youth development.

The grant funds will help us to renovate the pool as part of Phase 2 of renovations of Clubhouse MKG and provide modern and accessible facilities that meet the needs of Muskegon. The renovations will create a more welcoming and inclusive environment for all members of the community, encouraging greater participation in programs and activities offered by the Boys & Girls Club of the Muskegon Lakeshore After School Program and the Neal Fitness Center and allow us to continue to provide essential social services and recreational opportunities to the Muskegon Lakeshore community, promoting community engagement, positive youth development, and healthy lifestyles.

Description of project goals and outcomes, measurable objectives, action plans, and statements as to whether this is a new or ongoing part of the sponsoring organization.
The project goals of the Clubhouse MKG Community Center renovation project are to modernize and improve the facilities to better serve the needs of the community.

Renovating the Clubhouse MKG is consistent with all four of the 2027 goals for the Muskegon community.

Goal 1 aims to create an environment that puts an emphasis on improving amenities and investing in the traits that positively affect residents' quality of life and attract visitors. Renovating the Clubhouse MKG will improve the amenities offered in Muskegon, creating a more attractive environment for both residents and visitors. The upgraded facilities will positively impact the quality of life for community members who utilize the Boys & Girls Club of the Muskegon Lakeshore Youth Center and the Neal Fitness Center.

Goal 2 focuses on economic development, housing, and business. Renovating the Clubhouse MKG could attract new residents to the city because it has a high-quality community center that provides services to residents of all ages. The Clubhouse MKG will also provide opportunities for local businesses like i'move and Big Brothers Big Sisters of the Lakeshore to locate new offices in the City of Muskegon. And, finally, it will create jobs in the youth development field and fitness industry.

Goal 3 aims to create an environment of mutual respect and trust between local government and the community it serves. Funding the renovations of the Clubhouse MKG will help to build trust and respect between the many life-long supporters of the fitness center who will feel heard and supported by the City.

Goal 4 seeks to create a positive impact on the community by reducing costs and providing job opportunities. The state-of-the-art community center will contribute to the local economy by providing job opportunities and reducing costs through its afterschool program and fitness center. For example, after-school programs provide a safe and constructive environment for children and teenagers during the hours when parents or guardians may still be at work, which reduces the risk of juvenile delinquency and the need for expensive law enforcement and legal interventions. Supporting Boys & Girls Clubs offer an enormous return on investment. Every $1 spent on afterschool programming saves over $3 by increasing kids' learning potential, improving performance and reducing crime and juvenile delinquency. Studies show every dollar invested in clubs also returns $9.60 in future earnings and cost-savings to communities.

In addition, the fitness center promotes healthy living and physical activity, which can prevent chronic health conditions and reduce healthcare costs. By investing in the Clubhouse MKG and its programs, you can create a healthier and more productive population while also saving money on long-term social and healthcare costs

Overall, renovating the Clubhouse MKG aligns with the 2027 goals for the Muskegon community, promoting economic development, community connection, and quality of life for residents.
The project goals of the Clubhouse MKG Community Center renovation project are to modernize and improve the facilities to better serve the needs of the community.

The desired outcomes of this project include:

Increased participation in Boys & Girls Club programs and activities
Increased use of the Neal Fitness Center by youth, seniors and community members
Increased community engagement and participation in the facility by diverse community members
Greater impact by renting space to i'move and Big Brothers Big Sisters
Strengthened relationships with other organizations and a stronger sense of community.
Additionally, the revenue generated from renting out spaces will enable us to continue providing high-quality programs and services to the young people we serve, as well as to make necessary improvements to our facility.

The measurable objectives of this project include:

Increase participation in Boys & Girls Club programs and activities by 25% within 12 months of completion of the renovation project
Increase use of the Neal Fitness Center by seniors and community members by 20% within 12 months of completion of the renovation project
Increase community engagement and participation in the facility by 30% within 12 months of completion of the renovation project

The action plan for this project includes:

Renovating the Clubhouse MKG space to include updated technology, furniture, and program-specific equipment Installing accessible entrances, ramps, and restrooms to improve accessibility for persons with disabilities

Upgrading the Neal Fitness Center with new equipment and technology to better serve the needs of seniors and community members

Hiring a professional contractor to repair the gym floor to meet industry standards for safety and durability.

Hiring a professional contractor to repair gym walls to ensure they are structurally sound and safe for use.

Reorganizing and improving the storage areas to reduce the risk of accidents and injuries caused by clutter or equipment falling over.

Inspecting and replacing the basketball backboards if necessary to ensure they are secure and meet safety standards.

Developing and implementing safety protocols and guidelines for the fitness center, including regular inspections and maintenance of equipment and facilities.

Providing training and education to staff and patrons on safety practices and procedures in the fitness center.

Hiring additional staff to oversee programming and events

Developing marketing materials and strategies to increase community awareness of the renovated facility and its offerings.

This project is a continuation and expansion of initiatives. The renovation project will create a more modern and inclusive space for the community, providing new opportunities for youth development, fitness, and recreation.

List of other partners in the project and their roles.

We are thrilled to announce our partnership with i'move Physical Therapy and Big Brothers Big Sisters of the Lakeshore for the Clubhouse MKG Community Center. As part of this partnership, i'move Physical Therapy played a role in designing their space. They expanded their practice into the City of Muskegon, providing physical therapy services and exercise programs. And, their rented space within the Neal Fitness Center will provide an ongoing source of revenue. Big Brothers Big Sisters will work closely with us to promote the renovated facility and encourage participation in programming and events. They will also work to identify opportunities for our organizations to collaborate and provide additional resources and support to the youth in the area. In renting our space for their administrative office, they are moving to the City of Muskegon where they will continue to offer mentoring services and other support to the children and families in our community.

We are excited about the opportunity to partner with i'move Physical Therapy and Big Brothers Big Sisters to create a dynamic and inclusive community center that will serve the needs of all residents in our community. Our collaboration will ensure that the Clubhouse MKG remains a vital hub for community engagement, social services, and recreation for years to come.

List of similar existing projects or agencies, if any, and explain how your agency or proposal differs, and what effort will be made to work cooperatively.

We are not aware of any existing projects or agencies that are similar to the proposed Clubhouse MKG Community Center renovation project. While there may be other community centers or organizations that provide similar services, the Clubhouse MKG will be unique in its approach to creating a fully accessible and inclusive space that accommodates the needs of all members of the community. We recognize the importance of collaborating with other organizations in our community and will work closely with them to ensure that our efforts complement each other and that we are able to meet the needs of the community in a comprehensive and coordinated way.

We believe that the Clubhouse MKG will fill an important gap in the services currently available to the community, and we look forward to working collaboratively with other organizations to maximize our impact and ensure that we are able to provide high-quality services to all members of our community.

Description of the active involvement of constituents in defining problems to be addressed, making policy, and planning the program.

The quotes from community members indicate a strong sense of attachment and pride towards the fitness center and its facilities. They express their desire to preserve and enhance the center's services, as it provides a sense of community and access to affordable fitness amenities for all ages and sectors of the Muskegon community. These sentiments suggest that the constituents have been actively involved in defining the problems that need to be addressed, planning for the program, and making policy decisions to ensure the preservation and sustainability of the fitness center. The involvement of the community members is crucial in determining the needs and aspirations of the Muskegon community and in ensuring that the program aligns with those needs and aspirations.

"Honestly, I view the preservation and renovation of 900 W. Western Ave. as the most exciting and important capital project going in our community. Fifty years ago, the generous people of Muskegon funded and built our community's swimming and fitness center on the Muskegon Lake waterfront. What a gift that was to Muskegon! The center's closure during COVID, and again right now for renovations to accommodate the Boys & Girls Club, definitely highlights what we would miss if the Center were not here: Generations of people learned to swim there. High School athletic teams trained there. Thousands of Silver Sneakers members sweated and stretched in classes there. Doctors and lawyers played noon basketball there. People said: "this is where you come to see Muskegon." Muskegonites felt so good to be with each other; it felt like pure community to be there.

This capital campaign will re-establish all that, and adds the promise of sustainability and impact. The geo-thermal powered HVAC system will reduce utility bills to 1/3 of their former level. This campaign will repair and replace old systems in the pool to save money and avoid interruption. And, most impactful of all, after the renovation, four entities will operate out of that property, (along with the Boys & Girls Club and Neal Fitness Center, i'move Physical Therapy will be located in the Fitness Center and

Big Brother/Big Sisters of the Lakeshore offices will be located on the 2nd floor of the Boys & Girls Club), each providing revenue to cover annual costs.

This campaign will honor, and preserve the work that created 900 W. Western in 1976. And it will ensure that quality of life and a sense of community, for all of Muskegon, will only increase, for many years into the future."

Chris McGuigan, BGCML Board of Directors and Major Donor
"I had the opportunity to take swimming lessons here in the 1970's. It helped build my confidence, create lasting bonds and friendships, and helped me stay out of trouble. My mother said there was no reason to not know how to swim when you are living in Michigan surrounded by water."

Jon Covington, BGCML Board of Directors and Founder of Men of Color Read (MOCR)
"The community center is the only publicly accessible service in Muskegon County. It being available to everyone allows access to water, lessons, and moving up to our magnificent Lake Michigan. That pleases me to no end."

MaryKay Valente, Chairperson of the Friends of the Neal Fitness Center and BGCML
"The Friends of the Lakeshore (Neal) Fitness Center, Muskegon is committed to preserving and enhancing the Fitness Center at its current location on Western Avenue. It is the only publicly-owned fitness center with access to a six-lane pool, medically integrated fitness classes with professional staff, state of the art amenities for all ages at an affordable price. It serves families, seniors and kids from all sectors of the Muskegon community. Help us keep our Center vibrant and strong into the future!"

We will also be relying on the support of volunteers to ensure the success of the program. Volunteers will be involved in a variety of tasks, including assisting with events and programs, helping with fundraising efforts.

There are no specific staff training needs for this project.

Long-term strategies for funding this project at the end of the grant period.

To ensure the long-term sustainability of the Clubhouse MKG Community Center and its programs, we have developed the following strategies for funding:

Grants and Donations - We will continue to apply for grants and seek donations from individuals, businesses, and foundations to fund ongoing operations, maintenance, and upgrades to the community center.

Membership and Program Fees - The Boys & Girls Club of the Muskegon Lakeshore Youth Center and the Neal Fitness Center will continue to generate revenue through membership fees and program fees.

Building Rental – We plan to rent out office space to organizations that align with our mission, as well as rent out the pool and gym. By renting out these spaces, we hope to generate additional income that can be used to fund our programs and services, as well as to help cover the costs of maintaining and upgrading the facility.

Partnerships and Sponsorships - We will continue to cultivate partnerships with local businesses and organizations that align with our mission and seek sponsorships for specific programs or events.

Fundraising Events - We will continue to host fundraising events throughout the year to raise funds for the community center and its programs.

Government Funding - We will explore opportunities for ongoing government funding from local, state, and federal sources.

Endowment Fund - There is an effort to increase endowment funds for sustainability so this facility will continue to be an inclusive community asset for ALL.

By diversifying our funding streams and continuing to engage with the community and local businesses, we are confident that we can secure the necessary resources to ensure the long-term success of the Clubhouse MKG Community Center.

Describe how this request is compliant with the ARPA Final Rule.
The American Rescue Plan Act (ARPA) Final Rule provides funding for a range of programs and services that support community development and promote economic growth. The request for funding for renovations to the Clubhouse MKG Community Center aligns with the ARPA Final Rule in several ways:

Neighborhood Facilities - The renovations to the Clubhouse MKG align with the ARPA Final Rule's provision for "Acquisition, construction, or rehabilitation of facilities that are principally designed to serve a neighborhood and that will be used for social services or for multiple purposes (including recreation)." The Clubhouse MKG is a community center that serves the residents of Muskegon, providing programs and services for children, seniors, and persons with disabilities.

Quality of Life - The ARPA Final Rule emphasizes the importance of improving amenities and investing in traits that positively affect residents' quality of life. The renovations to the Clubhouse MKG will improve the facility's accessibility, safety, and functionality, enhancing the experience for all who use it.

Economic Development - The ARPA Final Rule seeks to promote economic development by attracting new businesses, creating jobs, and expanding access to housing options. The Clubhouse MKG Community Center plays a role in economic development by providing opportunities for community members to participate in recreational activities and educational programs, creating 55 new jobs, and attracting 2 new businesses to the City of Muskegon (i'move and BBBS).

In summary, the request for funding for renovations to the Clubhouse MKG Community Center is compliant with the ARPA Final Rule's provisions for neighborhood facilities, quality of life, and economic development. The improvements to the facility will benefit the Muskegon community by providing a safe and accessible space for youth services, fitness, recreation, and community engagement.

## Evaluation

In order to evaluate the success of the Clubhouse MKG renovation project, we plan to use both quantitative and qualitative measures. The following are our proposed evaluation plans:

Quantitative measures:

Attendance records: We will track the number of visitors to the Clubhouse MKG before and after the renovations, as well as the number of visitors to each of the programs and services offered.
Survey data: We will collect feedback from program participants and other visitors through surveys, which will include questions about the quality of the facility, the accessibility of programs and services, and overall satisfaction with the Clubhouse MKG.
Financial records: We will track the revenue generated by the facility before and after the renovations to assess the impact on the local economy.

Qualitative measures:
Focus groups and interviews: We will conduct focus groups and interviews with program participants, visitors, and community members to gather in-depth feedback about the impact of the renovations on their experiences at the Clubhouse MKG.
Case studies: We will document specific examples of how the renovated facility has positively impacted the lives of community members, such as increased participation in programs or improved social connections.

Success will be defined by achieving the following objectives:
Increased usage of the facility: We aim to increase the number of visitors and program participants to the Clubhouse MKG by 25% within one year of completing the renovations.
Improved facility quality: We aim to improve the overall quality of the facility by enhancing safety, accessibility, and functionality.
Enhanced community engagement: We aim to increase community engagement with the Clubhouse MKG by offering new programs and services that meet the needs of diverse community members.
Overall, the success of the Clubhouse MKG renovation project will be measured by the extent to which it achieves its objectives and meets the needs of the Muskegon community.

Description of how evaluation results will be used and/or disseminated and, if appropriate, how the project will be replicated.

The evaluation results of the Clubhouse MKG renovation project will be used to identify areas of success and areas for improvement. The data collected will be analyzed to determine the impact of the project on the community, program participants, and the local economy. The following are our proposed plans for dissemination and replication of the project:

Dissemination:
A final report will be created outlining the results of the evaluation and will be shared with stakeholders including community members, funders, and partners.
The report will also be shared on our organization's website and social media platforms to reach a wider audience.
We will also present the evaluation findings at community meetings, conferences, and other relevant events.

Replication:
We will share the project's best practices and lessons learned with other organizations interested in renovating similar community facilities.
We will offer technical assistance and guidance to other organizations looking to replicate this project, including sharing our project plans, budgets, and timelines.

We will also identify potential funding opportunities and share those with other organizations looking to replicate the project.

Ultimately, our goal is to use the evaluation results to continuously improve the Clubhouse MKG renovation project and to encourage other organizations to implement similar projects in their communities. By sharing our successes and challenges, we hope to inspire others to invest in neighborhood facilities and improve the quality of life for residents in their communities.

Description of the active involvement of constituents in evaluating the program

We are committed to involving our constituents in evaluating the Clubhouse MKG renovation project. The following are our proposed strategies for active involvement:

Surveying program participants: We will survey program participants, including members of the Boys & Girls Club and Neal Fitness Center, to gather their feedback on the renovated space and program offerings. We will use their input to make adjustments to our programs and services.

Community feedback sessions: We will host community feedback sessions to gather input from community members on the impact of the project. We will also gather suggestions for future improvements and identify areas where we can continue to engage with the community.

Advisory committee: We will form an advisory committee consisting of representatives from the Boys & Girls Club, Neal Fitness Center, iMove Physical Therapy, Big Brothers Big Sisters, and community members. The committee will meet regularly to provide input on the project and make recommendations for improvements.

Data analysis: We will analyze program participation and attendance data to assess the effectiveness of our programs and identify areas for improvement. This analysis will be shared with program participants and community members to gather their input.

Through these strategies, we will actively involve our constituents in evaluating the Clubhouse MKG renovation project. Their input will be essential in shaping the future of the project and ensuring that it continues to meet the needs of the community.

## Budget Narrative/Justification

A list of amounts requested of other foundations, corporations and other funding sources to which this proposal has been submitted.

Representative Scholten Community Project Funding $1M

List of priority items in the proposed budget, in the event we are unable to meet your full request.

1. Concrete & Tile Repairs: $144,750.
2. PVC Return Line Drains Repair: $3,500.
3. Chemtrol System Update: $25,000.
4. Strainer: $6,000.
5. Storage for Pool Chemicals & PPE: $5,000.

6. Replace ADA Stair Access to Pool: $6,500.
7. Increase Visual Appeal: $10,000.
8. Replace Drinking Fountain and Cuspidor: $1,400.
9. Emergency Call Box: $250.
10. Repair Mechanical Room Floor: $1,000.
11. Replace 4 Drains and VGB Covers: $3,500.
12. Replace Catch Box for Backflow: $3,000.
13. Hydrostatic Pressure Assessment: $1,500.
14. Swimsuit Dryers: $6,600
15. Replace Spectator Seating: $8,500
16. Pool Equipment Storage: $5,000
17. Calibrate Ballast Tanks: $3,000.
18. Removal of Decommissioned Equipment: $10,000.
19. Soft Costs: $9,000

## Open Gates of Grace Ministries

### Project Name

Rebuilding Open Gates Community

**Requested** $250,000 **Total Project Cost** $500,000

### Executive Summary

On August 14, 2022, Open Gates of Grace experienced a fire due to arson. The City of Muskegon requires our building to be brought up to the current code after the fire. There are 20 room units that need to be rebuilt or refurbished. Open Gates of Grace is requesting funds to rebuild luxury affordable housing for the most vulnerable residents of our community. They include those with an income of 60% of the AMI, mentally ill, developmentally disabled, substance abusers suffering from chronic addiction, the working poor, and those who suffer chronic homelessness. Not only do we provide luxury affordable housing, but we also provide clothing, and food for those who suffer from these insecurities as well. In addition, we spiritually and emotionally encourage our residents. We promote and train them for a better standard of living. And we strongly advocate for the basic needs of those who are most vulnerable and underserved through making appropriate referrals to agencies and services throughout the community.

### Purpose of Grant

* Statement of Needs:

Some residents in the City of Muskegon suffer chronic homelessness and a lack of affordable housing, especially those who fall in the income range of 60% of the average median income (AMI). These residents' housing insecurity stem from a variety of problems such as chronic drug addiction, mental illness, developmental disabilities, and suicidal ideations. The population we serve are the most vulnerable population in the City of Muskegon who typically "fall through the cracks" because they lack the capacity to meet the criteria for most social service programs that are established in conventional social network systems. This project will provide an additional 20 housing units and spiritual support to help combat homelessness, increase housing affordability, support the community who suffer food insecurity, and advocate for those who suffer from severe mental illness, developmental disabilities, and drug addiction.

* Description of Capacity or Abilities:

Housing the homeless entails more than just warehousing people in rooms and apartments. In most cases, these individuals are homeless relative to a myriad of socioeconomic insufficiencies that have been the basis of their homelessness. In other cases, due to the loss of income related to Covid 19, this exacerbated the issue of homelessness. Our staff and leadership are highly qualified to perform every aspect of this project and program. We have the education, experience, and expertise to rebuild and manage our room rentals. We provide our residents with live in management to oversee any situation that may arise. We have many community partners and volunteers that bring in food and cook for the residents. Our community partners also provide clothing and personal care items. Our administration assists with everyday activities and stays in connection with outside community agencies to provide additional services and support. Some of our volunteers have themselves experienced homelessness. And they have overcome this as a result of our services. To pay it forward, they now work in the Open Gates Community with an empathetic and compassionate heart to help others overcome housing insecurity as well.

* Description of Project Goals and Outcomes:

Our goal is to rebuild 20 room rental units for the purposes of housing affordability. We also strive to advocate for the most vulnerable residents of our community. We provide food, clothing, emotional and spiritual support for those who lack the capacity to obtain their basic needs in society. We have very measurable goals and outcomes due to the actual physical rebuilding of the project. Each phase will be measurable by the completion of each project, such as framing, mechanical, electrical, plumbing, drywall, fire suppression, trimming, etc. Once the project is rebuilt, we intend on providing the necessary spiritual and emotional support for our residents, while providing a luxury environment that will educate them with ways to properly provide for themselves. Our action plan is to continue with more affordable housing as an ongoing part of our mission and ministry.

* List of Other Partners and Their Roles:

Michael Belt, our architect and structural engineer, has been vital to ensuring a safe and accessible plan of action for the rebuilding of our project. We also are working with several subcontractors such as Brian Suffel in mechanical, Laskco Plumbing, Spencer Electric, Alpha Fire Protection for water suppression, and our own construction company, Success Properties for all building, drywall, painting, and trim work that will be completed. After completion of rebuilding our project, we also intend on working with the support of law enforcement, Health West, the Men's Mission, Hope Network, and other outside organizations to assist our vulnerable residents with the necessary help to achieve a better lifestyle.

* List of Similar Existing Projects or Agencies and Our Effort to Work Cooperatively with Them:

The Men's Mission has been a very integral part of our ministry. We have housed several men from the Mission. The Mission specializes in providing short term shelter for men. They are released from the Mission after 3 months. Our project provides shelter for men at an affordable price. Our project is not short term. The men are allowed to stay as long as they desire. They rent rooms which are treated like miniature apartments. They are responsible for their own space.

* Description of Active Involvement of Constituents:

Constituents, also known as the residents, play an active role in defining problems, making policies, and planning the program. We discuss problems, policies, and planning in our Open Gates Community meetings. We make adjustments as necessary. We gather as a mastermind group to plan, develop, and implement strategic solutions for our community. We engage the residents through surveys, ongoing discussions, and monthly meetings.

* Description of Qualifications of Key Staff or Volunteers:

The Key Staff are highly qualified to rebuild the building and run the programs necessary to assist the most vulnerable members of the community. Raynice Starr is a Real Estate Broker and Mark Boukamp is a Real Estate Agent. Both have nearly 25 years of experience. They specialize in providing affordable housing throughout the Counties of Kent and Muskegon. Raynice Starr is President of the construction company, Success Properties, which have refurbished houses for several financial institutions since 2012. Jesse Starr is a renowned educator and licensed contractor with over 45 years of experience. Raynice and Jesse will oversee the construction project of rebuilding Open Gates Community.

Tracy Green brings a wealth of insight and experience in the arena of corporate program development. With over 25 years of experience, she has been instrumental in developing both structural and client program frameworks, supportive curriculum, along with grant writing. Her grant writing helped strengthen the nonprofit and faith-based communities where she served. At the grassroot level as well as within corporate entities, Tracey has harnessed the power of collaboration to maximize the use of community assets, those known and even yet to be tapped, to become invaluable resources, benefitting the entire community at large.

Treasurer and Financial Consultant, Mark Boukamp, has a bachelor's in business with a minor in Finance. He has owned several successful businesses for nearly 40 years. He is well qualified to oversee finances with experience in managing millions of dollars. Raynice Starr has 25 years' experience in education and Jesse Starr has over 50 years' experience in education. They will educate our community how to live independently and have productive successful lives. Many of our residents lack independent living skills.

Vice President, Patricia Clark-Pullen, is a registered nurse of 42 years. She has acute care experience. She spent 37 years as a nursing supervisor, ensuring policies and procedures are met. Patricia has also worked in education, restoring defunct nurses aid programs that had fallen out of compliance with the State of Michigan. She worked with the developmentally disabled and mentally impaired at the Muskegon Regional Center and Pine Rest for several years. She also has a long history of working with substance abuse individuals in a local methadone treatment center.

Our President, Raynice Starr, also has a bachelor's degree in social work with a minor in Psychology for nearly 30 years. She has experience in working in the mental health field as well as a medical social worker. We are not a hospital nor a mental health treatment facility. However, our combined extensive education and experience with individuals who require services in the areas of mental health, substance abuse, developmental disabilities, and housing insecurities, well qualify us to provide basic housing services to those individuals who are frequently homeless, relative to these special needs. Our fields of expertise assist us in identifying an array of issues to make appropriate referrals in the community.

* Long-Term Strategies for Funding:

This project funds itself after the completion of it. There are 20 units. Rents include many amenities, such as all utilities, fully furnished with televisions, furniture, beds, bedding, towels, and toiletries, some meals, free educational courses, free coaching, free credit repair, advocacy, spiritual, and emotional support, etc. We have 12 rooms that will rent for $475. We have 6 rooms that will rent for $525. And we have 2 double size handicap accessible rooms that will rent for $600. This project will gross approximately $10,050 per month. Other funds include those raised from church services and outside charities at around an additional $3,500 per month or more. Also, our educational programs, coaching, and courses will bring in about $1,000 per month. The monies will be used to maintain the ongoing cost of the project, to create a better standard of living for our residents, and support additional projects for affordable housing.

* Description of Compliance with the ARPA Final Rule:

This project is in full compliance with the ARPA Final Rule. In addition, it is in full alignment with Governor Whitmer's first-ever Statewide Housing Plan to build and rehabilitate 75,000 housing units and to make homelessness rare, brief, and nonrecurring. The ARPA Final Rule suggests that certain populations are presumed to be eligible. The Final Rule states that there must be a negative economic impact or economic harm experienced by an individual or class due to Covid-19. This includes households that experience increased food or housing insecurity. The Final Rule also suggests that the response must be designed to address the identified economic harm or impact resulting from or exacerbated by the public health emergency.

The Final Rule requires that responses must be related and reasonably proportional to the extent and type of harm experienced; For example, the Final Rule states on page 26 of 437, that the uses that bear no relation or are grossly disproportionate to the type or extent of harm experienced would not be eligible uses. It suggests that “Reasonably Proportional” refers to the scale of the response in comparison to the scale of the harm. The Final Rule states that targeting of the response to beneficiaries should be in comparison to the harm they experienced. The Final Rule also indicates that it may not be "reasonably proportional" to provide a group with assistance in small amounts who experienced great harm, while providing another group with assistance in large amounts when they experienced relatively little harm.

It is necessary to consider which class requires more aid. It is considered unfair and unreasonably proportional to provide aid to a higher class of people while neglecting those who experienced greater harm during the Pandemic. The Final Rule desires that when considering a population, consider the size of the population impacted and the severity, type, and duration of the impact. Open Gates of Grace designed a response that is reasonably proportional by targeting the population with the greatest negative economic impact and economic harm within the most vulnerable class of individuals. We will utilize funds to respond to an immediate need for affordable housing to those within the group of 60% of the AMI, the homeless, drug addicted, mentally ill, and developmentally disabled people.

## Evaluation

* Plans For Evaluation How Success Will Be Defined and Measured:

When dealing with mentally ill, developmentally disabled, impoverished, and drug-addicted individuals, success can be defined and measured in four ways:

1. Success can be defined by setting treatment goals that are specific, measurable, achievable, relevant, and time- bound (SMART). For example, a person with a drug addiction may have a goal to abstain from drug use for a certain period. A person with a mental illness may have a goal to reduce symptoms. Impoverished individuals may work on maintaining sustained employment. And developmentally disabled individuals may have a goal of improving their daily functioning to give life more meaning.

2. Success can also be measured by objective indicators and subjective indicators. An objective indicator would entail changes such as a person's physical health, mental health symptoms, or social functioning.

Subjective indicators could include a person's satisfaction with their quality of life. We help residents feel more connected to others and have a greater sense of purpose in life.

3. Success can be evaluated by long-term outcomes, such as the person's ability to maintain sobriety, maintain employment, sustained daily functioning, or manage their mental illness over time. This can be important for people with chronic conditions, where relapse or recurrence is common.

4. Ultimately, success will depend on a person's unique circumstances, treatment goals, and personal values. It's important to involve the person in the process of defining and measuring success, as they are the best judge of what matters most to them. It's also important to recognize that success may be achieved in small steps. Therefore, it's critical to celebrate each small win along the way and support the person in their journey towards recovery.

* Description Of How Evaluation Results Will Be Used And
Disseminated, and How The Project Will Be Replicated:

The evaluation results can be used and disseminated in various ways. The evaluation results can be used internally by the project team to assess the effectiveness of the project and to make improvements.

The evaluation results can also be disseminated externally to law enforcement, policymakers, healthcare providers, and community organizations. This can involve sharing the results through reports, presentations, and other communication channels. The goal of disseminating the results can be to demonstrate the impact of the project and to advocate for continued funding and support for similar projects in the future.

If the project is successful, the evaluation results can be used to guide replication efforts in other communities or with different populations. This can involve sharing best practices, lessons learned, and strategies for overcoming challenges. It may also involve providing training and technical assistance to other organizations interested in implementing similar projects. In terms of specific strategies for dissemination and replication, some possible approaches include:

1. Creating a report or summary of the evaluation results that is easy to understand and accessible to community organizations.

2. Sharing the results at conferences, workshops, and other events where stakeholders can learn about the project and its outcomes.

3. Developing a toolkit or guide that provides step-by- step instructions for replicating the project in other communities.

4. Establishing partnerships with other community organizations that are interested in implementing similar projects and providing technical assistance and support throughout the replication process.

The goal of using and disseminating the evaluation results is to ensure that the project has a lasting impact and can be replicated in other settings to benefit more people who are struggling with vulnerable conditions such as impoverishment, mental illness, developmental disability, and drug addiction.

* Description of the Active Involvement of Constituents in
Evaluating the Program:

Active involvement of constituents or residents in evaluating a program involves engaging program participants and community members in the evaluation process. This can include:

1. Collecting feedback from constituents on their experience with the program, incorporating their perspectives into the evaluation design, and involving them in interpreting and sharing the results. Residents can be asked to provide feedback on their experience with the program through surveys, interviews, focus groups, or other data collection methods. The feedback can be used to identify areas for improvement, assess program satisfaction, and gather input on program outcomes.

2. Constituents can be involved in the design of the evaluation itself by providing input on the evaluation questions, methods, and data sources. This can ensure that the evaluation is relevant, meaningful, and responsive to the needs and perspectives of those who are most impacted by the program.

3. Residents can also be involved in interpreting the evaluation results by reviewing the data, identifying patterns, and providing their perspective on the implications of the data. Finally, constituents can be involved in disseminating and reporting the evaluation results to ensure that the findings are shared with relevant stakeholders and are communicated in a way that is accessible and understandable to the broader community.

Active involvement of residents in program evaluation can help to ensure that the evaluation is meaningful, relevant, and responsive to the needs and perspectives of those who are most impacted by the program. This approach can also foster a sense of ownership and engagement among residents, which can contribute to the long-term success and sustainability of the program.

## Budget Narrative/Justification

There are no other amounts requested of other foundations, corporations, and other funding sources. The priority items in the proposed budget in the event you are unable to meet our full request are:

1. Structural damage-$20,000
2. All mechanical damage must be repaired-$30,000
3. All plumbing damage must be repaired-$50,000
4. All electrical damage must be repaired-$30,000
5. One Accessibility concrete ramp- $25,000
6. Lower level water suppression- $45,000
7. Rebuilding 12 rooms in burnt out hall- $50,000

Total: $250,000

Our full need is $500,000. The amount of $250,000 is half the budget of what's needed. The items listed were calculated based upon individual bids received from various subcontractors. These items would deem the building safe and livable, if they were all completed. However, it does not account for 20% of overage for unseen costs and materials, additional payments to some subcontractors, cleanup of smoke damage in upstairs sanctuary and learning center, all new paint upstairs for fire restoration, all new floor covering upstairs due to damage, and additional ramp for upper accessibility, upstairs fire suppression, a new roof, permits and fees to primary contractor.

## Soul Filled Enterprises

### Project Name

Soul Filled Bistro @ The Vault by Core Realty

**Requested** $100,000 **Total Project Cost** $210,000

### Executive Summary

Soul Filled Enterprises has joined with Core Realty to bring the first ethnically diverse food collective to downtown Muskegon.

This project, named "The Vault" will highlight Thai Cuisine, Soul Food Cuisine, Artisan Crafted Gourmet Sandwiches; and bring 15 other new businesses to the center of downtown Muskegon.

Specifically, Soul Filled Bistro will become the first Black Owned, female owned business in downtown Muskegon to operate in this capacity.

Also, in partnership with Kids Food Basket and the Culinary Institute of Michigan; we will partner to provide training and support to those students desiring to learn cultural cuisines. Lending our influence to helping further promote: diversity, equity and inclusion within Muskegon County.

### Purpose of Grant

The vision to complete this project has been birthed from a dream in my heart to bring the Muskegon community together. While being noted as one of the most segregated counties in the state of Michigan - Soul Filled has been on the forefront of bringing everyone together, regardless of race. creed or color.

Currently the building is undergoing renovation to prepare of our occupancy. Until now, I have not been able to obtain traditional lending from banks or investors - as I am Solely a determined individual, with a great work ethic and the community at heart. I have consistently shown the capabilities to operate with great character and ethics; however, I do not have the credit requirements nor collateral requested by most lending institutions.

The funds requested will cover our first year's lease commitment, installation of new restaurant equipment, POS operating system, first year payroll, attorney fees, social media promotion and webpage upgrade, continuous improvement of facility and completion of scope of work.

We have been in negotiations with Core Realty since 2022. The project is slated to launch in July 2023. We have applied for grant funds through the "match on main" program, with assistance from Contessa Hood & Dave Alexander; and are awaiting a decision for a 25K grant.

While this helps it is not enough to complete the work that we have ahead by July.
Specifically, we need

38,000 to purchase and install a new range hood.
3250 to purchase a new POS system for restaurant management monitored and secured by Chase Bank
25,000 to cover our first year of our 5-year lease with Core Realty
7500 to cover the first year of shared utility and property maintenance costs shared by builder owner and co-restauranteurs
50000 to cover the first year of salaries, training materials and work insurance expenses
13000 to retain T Dan Smith of Saglaw as our legal counsel for the first year.

We have solicited investors, private donations and used personal savings to cover the cost. Without the Match on Main Grant, we still fall 100000 short of our intended goal.
For the first year, Chase bank has agreed to monitor our accounting and distribution funds. We plan to outsource this in our second year with another local accounting firm - of which we have yet to choose.

It is no secret that our vision is larger than our current income. It is my belief that with hardwork, commitment to detail and discipline - we will be able to bring the first 100% black owned business to downtown Muskegon, build a positive influence in the community, and secure a positive future for the greater community at large.

We cannot do this without grant funding such as ARPA. It is no secret that COVID affected many household incomes, credit scores and changed the way that we see life. As a single mother of one, it has been an uphill battle. I am continually thankful that "everyday" I have an opportunity to make a difference in the lives of many people.

Thus far, we have done this with no funding. Simply selling meals, winning local and national competitions, keeping philanthropy at heart, and working on building a better tomorrow.

I am unable to hire a grant writer or editor - so these word come from my limited understanding, but a pure heart - with a business drive and mind unlike any other.

Please allow us to prove that we are more than capable of managing funds with integrity, legal reinforcement, attention to detail and abidance to every rule as stated by the funding institution

## Evaluation

Success will be defined and measured initially through weekly leadership meetings, and well as quarterly meetings with board of directors.

Management of finances will be overseen by Chase Bank & Matthew Sharpe of Kar-Mel Financial Investments

Upon reviewing the scope of work, results will be used and disseminated by the Board of Directors, making sure that we are in compliance with all State, Federal and local laws; as well as the over all vision of scope requested by lending sources.

Constituents evaluation and with active involvement in the program are listed below as our Board of Directors

Matthew Sharpe - KarMel Financial Investments

Stanley Grissom - Business Advisor
Geneva Williams - Executive Administrator
Jeanette Grimm - Staff Manager
Tarra Carson - Business Advisor
Debra Waller - Business Advisor
Core Realty ( John Essex, Troy Wasserman, Bryan Bench) - Lease Holders
City of Muskegon - as needed

## Budget Narrative/Justification

Grant Budget 100,000

First Year Lease with Core Realty - $24, 358.60
Tax Insurance and Operating Expense - $625 monthly, $7,500 annually
First Year Legal Assistance from SagLaw - $15,600
Installation of Range Hood and Fire Suppression System - $38,000
POS system for restaurant management monitored and secured by Chase Bank - $3250
First year employee training, salary, expenses- $25,000 (the other 25k will be paid through earned income

## Servicios De Esperanza LLC

### Project Name

Capacity Building with our Team

**Requested** $25,000 **Total Project Cost** $25,000

### Executive Summary

We are requesting this grant to fund training for our therapists in evidence-based practices. Servicios de Esperanza, LLC (SDE) serves primarily Medicaid clients, so our clientele is poverty stricken, underinsured, uninsured, and often, probationers, parolees, and DHHS mandated. Capacity building is essential for all small business and allows us to expand our specialties' that will be available to our community during sessions and groups. We are increasing our subjects covered in group therapy sessions, such as: recidivism, substance abuse, parenting, elderly socialization and movement, anger management, batterer's intervention, and juvenile substance abuse. The funds will be spent covering training costs and the therapist's salary while they attend the training.

### Purpose of Grant

SDE serves primarily Medicaid clients, so our clientele is poverty stricken, underinsured, uninsured, and often, probationers, parolees, and DHHS mandated. One example of an urgent need is a group that SDE was notified by the court was missing for their demographic. Participants in several cases through District Court are required to attend a class on recidivism and there wasn't one available in our community. Angelita, our Owner/CEO, immediately agreed to find a training program to be able to facilitate a group for those requiring it. She was able to attend training in March, our COO Jax wrote a grant for supplies (workbooks are expensive and mandatory for participants) and this group will start in April. Angelita and Jax have over 20+ years combined with experience in running a business and accounting for grants.

SDE, being a small business, has difficulties finding the capital to cover the cost of training and the hours that our therapists need off to attend. We encourage our staff to attend all free trainings available, but the staff often ends up using their spare time to attend and paying the cost out of pocket.

There are several trainings available to therapists and counselors, many even virtual, so there isn't a travel cost involved. However, to receive a certificate, these trainings are often 32+ hours. With this grant covering the hours of our staff, they would have the time to enhance their education and specialize their modalities for all of the clients that walk through our door.

We are asking for $25,000 to cover 32 hours of training per therapist (10) and a $900 training fee allowance per therapist. Any training that would be allowed to be taken would have to be evidence based and offer a certificate. These would all be new certifications to each licensed therapist.

As a DCO (dedicated collaborating organization) for HealthWest, we treat their patients as well which increases our demand and reach within our community.

This request is compliant with the ARPA Final Rule as we would be providing outpatient treatment and outreach to individuals not yet engaged in treatment, harm reduction, and long term recovery support. It is also compliant as, with additional education, our therapist would be able to provide, and our client would have access to, high(er)-quality treatment.

## Evaluation

We will be conducting satisfaction survey at the end of each course. For example, at the end of a 8 week course / 8 sessions.

## Budget Narrative/Justification

We are asking for a total of $25,000. This would cover 32 hours of staff time per therapist and they would have a training allowance of up to $900 each.
Wages = 32 hours per 10 therapist @ $50 per hour = $16,000
Training Costs = $900 allowance per therapist (10) = $9,000

## Sheldon Park Neighborhood Improvement Association

### Project Name

Enhancing the Sheldon PARK

| | | | |
|---|---|---|---|
| **Requested** | $25,000 | **Total Project Cost** | $150,000 |

### Executive Summary

The Sheldon Park is a greenspace near eastern border of Muskegon. It is bordered by Isabella, Oakgrove, McLaughlin Alley and Madison. There is an unpaved parking area for about 20 vehicles with the entrances off Madison and Oakgrove. There is a Brick structure housing restrooms. There is an official, fenced in Little League baseball field with a concession stand and scoreboard, dugouts and practice fields . Basketball court ,children's playground with newer equipment . The City maintains the area.

### Purpose of Grant

Due to the lack of properly maintaining the structure the bathrooms and such are locked and not use able. Improvements thru-out the park area:

The Plan:
Pave the parking lot
Have restrooms available
Improve Lightning and security-camera's.
Improve playground area-upgrade swings and other equipment.
Electricity and water outlets
Build a Pavilion shelter , add picnic tables and grills.
Expand the community building to get year round use.

### Evaluation

Alley paving -it would be completed and used by the community which would be a huge improvement for the park. Lighting and security improvements --we would see the improved lighting and the video cameras in sight.

### Budget Narrative/Justification

Pave alley and parking area 4,000.00
Restrooms --short term get a port a--potty on site --for the year 500.00
Security camera's -10 camera's -we have an estimate of 5600.00
Improve Lighting in all areas. 5000.00
Picnic tables and grills-various styles to seat aprox. 100 persons. 10,000.00 -These would be Located in appropriate areas.
Playground equipment is a longer term project over several years,

## Jackson Hill Neighborhood Association

**Project Name**

JHNA Home Improvement

**Requested** $250,000 **Total Project Cost** $450,000

**Executive Summary**

The Jackson Hill community is mostly an older income homeowners area. The community loves the fact that they owns their homes, but do to economical factors for several decades a large numbers of homes have fallen into a higher costly state of needed repairs. For several years there were not any sources of funding to assist repairs or improvements. The JHNA Board sees that we can review each home and work with the city services on needed work that the homeowners could not qualify before.
The work maybe inside home repairs, garage improvements, landscaping issues, problem tree removals, etc. Our hope is to improve the community homes with these initiatives for the betterment of the livelihoods, for the present owners and future family members.

**Purpose of Grant**

Our community need a "hand up" by this grant. For decades most of the homes have fallen into poor conditions. With that said, there's very little effort to want to care. This grant will improve the value of the homes thought out the neighborhood immensely. By giving more value, the neighbors should start having more concern and pride in the cleanliness of the areas by their property that are vacant.

When the homes, parks, and streets start getting repaired, everyone should have a change of their attitudes and behaviors about Jackson Hill. This can surely be a major start for strengthen the economic vitality of the city of Muskegon and surely will impact the quality of life of our residents.

**Evaluation**

The JHNA will review with the owner on the work being started by themselves or the outsource the is doing the work or/and completing it. We most likely will start with the older homeowners and major problems issues first. Understandably, 10 to 12 homes probably will be worked on to start. After a 3 month work time, then 6 month work time review of work being performed. We can start with the next phase of homes. Depending on the work being performed, we can give an evaluation on pros and cons for the future programs like this in our community.

**Budget Narrative/Justification**

1. Home repairs and Improvements
2. Problem Tree trimming or removal on properties
3. Additional JHNA signage and street curb improvements