

A. Organization & Contact Information

Case Id: 10777
Name: YMCA of Northwest North Carolina - East
Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 2:09 AM

A. Organization & Contact Information

The Request for Proposals and additional materials to assist with completing the application can be found on the City's webpage for [Community Agencies](#)

A.1. Organization Name

YMCA of Northwest North Carolina

A.2. Project/Program

East Winston Initiative

A.3. FY 2020-21 Funding Request Amount

\$600,000.00

A.4. Agency's Total Operating Budget

\$34,356,057.00

A.5. Mailing Address

301 N. Main Street Suite 1900 Winston-Salem, NC 27101

A.6. Project/Program Location Address

901 waterworks rd winston salem, NC 27101

A.7. Organization Website

www.ymcanwnc.org

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

1888

A.9. Organization Fiscal Year

January 1 - December 31

A.10. Federal Tax ID Number

56-0530015

A.11. Federal DUNS Number

07-783-8373

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Stan Law, President and CEO

A.13. Email

s.law@ymcanwnc.org

A.14. Phone

(336) 777-6221

CONTACT

A.15. Name, Title

Jason Lagesse, Grant and Evaluation Manager

A.16. Email

j.lagesse@ymcanwnc.org

A.17. Phone

(336) 777-6260

BOARD CHAIR

A.18. Name

Chris Parker

A.19. Term Expiration

03/31/2020

A.20. Email

loweparker@aol.com

A.21. Phone

(336) 759-0363

B. Project Overview

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 3:00 PM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

To make the greatest impact on our community, the YMCA of Northwest North Carolina (the Y) identifies community issues and strategically, with great intentionality, connects them to existing programs or creates new programs that help address the issue. Over the last two years, the Y has strived to answer the question, "How do we better serve East Winston?" and not just focus on systems, services, and facilities that need to be fixed. After asking questions, having conversations, and listening to stakeholders, the Y has resolved to restructure both the programs and facilities of the Winston Lake Family YMCA transforming, the branch into the YMCA REACH Center. REACH stands for Resources for Economic Development, Academics, and Community Health. This facility will serve as the hub for a true community collaborative, engaging a variety of partner organizations to provide services in a newly renovated space designed to meet the programmatic needs.

The Y is requesting funds to complete the first phase of renovations at the Winston Lake Family YMCA:

- 1) Repair the roof above the multipurpose room/kitchen, Youth Development Center, and Group Exercise Room. (\$225,000)
- 2) Replace the HVAC systems in the above mentioned areas (\$325,000)
- 3) Refresh the interior of these spaces to better meet the needs of our programs, converting the Group Exercise room into a multipurpose facility suitable for a variety of programs. (\$50,000)

While these renovations will add new functionality to the Y's 55,000 square foot facility, The REACH Center will still have typical Y amenities such as the pool and fitness facilities.

The renovations will allow the REACH Center to expand and enhance its current Youth Development programs, including the addition of half-day pre-school and drop-in child care for infants and toddlers. Preschool and expanded childcare opportunities are vital to the success of adult programs such as the Y's Adult Literacy Program, which provides Adult Basic Education and English as a Second Language Instruction, career readiness/skills training offered through community partners (Goodwill, Urban League, Dress for Success), and entrepreneurial services for individuals seeking a nontraditional employment path. Additionally, the Y will make the newly renovated space available to community partner to house their programs and services. One example of this effort is already underway. In 2019, at Mayor Allen Joines's request, Partnership for Prosperity began occupying office space in the former Winston Lake Family YMCA Administrative wing on a \$1 per year lease.

The goals of this project include:

- 1) Renovate/remodel select areas the the Winston Lake Family YMCA by the end of 2020
- 2) Begin inviting additional partners to take up residence in the facility in January of 2021.
- 3) Double our enrollment in current youth development programs by June 30 2021

- 4) Offer part day preschool and infant/toddler care.
- 5) Engage adults in personal/professional development opportunities.

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

The Y will work via community partners to identify and market services to potential program participants. While many of the proposed programs will take place at the newly renovated REACH Center, the Y will utilize the relationships built by our programs currently serving the residents of East Winston (Coordinated Outcomes and Approached to Community Health, YMCA Achievers, the Youth Incentive Program) to spread the word and direct individuals and families to the services meet their needs.

B.3. How many participants on average will be served at any one time? What is the maximum number that can be served at any one time? What is the unduplicated total number of participants to be served during the program year?

The Winston Lake Family YMCA currently serves 2747 members. Additionally, we serve 60 youth in our after school and 75 in summer day camp programs.

With renovation and updating of these spaces we expect to serve additional participants in these program areas:

After School: 60

Summer Day Camp: 60

Additional Adult programming: 120

Saturday Academies: 250

YMCA Achievers Saturday Workshops: 30

Weekend Community Lunches: 200

Safety Around Water: 500

Community Health Initiatives (Health interventions, education, and screenings) : 750

Additional YMCA members: 500

Anticipated number of unduplicated individuals served through this project: 5352

NEED (7 POINTS)

B.4. Describe the population(s) to be served. Describe the key demographic and economic characteristics of the clients to be served.

African-American residents in Winston-Salem are almost three times as likely, and Hispanic and Latino residents are about four times as likely, to be in poverty as White, Non-Hispanic residents. There are six census tracts that surround the Winston Lake Family YMCA that serve as the primary focus area of this application. This area is the home of nearly 19,000 residents of whom 79.7% are African American, 10.5% are Hispanic, and 8% are white. 44.5% live in poverty and 24% of adults over the age of 25 have not completed high school. 47% of residents over 16 years old are not in the labor force and unemployment is 8.4% triple the rate of 2.8% in Winston-Salem. The Median Household Income in this area is \$22,457 compared to \$44,146 in Winston-Salem and \$50,185 in Forsyth County. The Federal Poverty Level for a family of four is \$25,100. Youth Make up 31% of the population, and 65% (20% of the total population) of these youth are age nine or younger. There are seven schools located in the area of which six are designated Title 1, five are comprised of more than 90% of low-income students, and two are charter schools. 62% of the youth in East Winston live in poverty. Youth who live in poverty are more likely to be exposed to Adverse Childhood Experiences (ACEs). These experience put young people at a greater risk for disease, homelessness, depression, substance abuse and other lifelong effects on health and behavior. There is only one grocery store located in all of East Winston.

B.5. Describe the unmet need that the proposed project/program seeks to address. Why does the population described above need the proposed assistance? Include data supporting the need.

The ability of an individual or a family to become economically mobile directly correlates to their ability to fully participate in society and the access to resources to do so. These resources include education, transportation, housing support, affordable childcare and health resources, just to name a few. While Winston-Salem is rich in many community resources and amenities, residents of East Winston are cut off and unable to access them. There is a need to bridge that gap and create a network, a mechanism, to assist residents in removing barriers and navigating these resources. This is the purpose of the YMCA REACH Center and the Y's East Winston Initiative.

The unmet need addressed by this project is the availability and delivery of essential resources and services that allow the residents of East Winston to have an improved quality of life.

Based upon the Poverty Through Force Final Report, the YMCA and our partners can address 28 of 56 recommendations made by the Task Force via the REACH Center. These include:

- 1) Adopting local elementary schools
- 2) Mentorship/employment-tutoring programs
- 3) Health education in early school and child care centers.
- 4) Financial literacy for public housing residents
- 5) Serving food-insecure areas
- 6) Community gardens
- 7) Free meals distribution
- 8) Childcare for parents seeking jobs and job training
- 9) Enable more students to pursue skilled/trade jobs

In order for a person to achieve success they first need to have their basic needs met: Food, shelter, health/wellness. Many of these needs are contingent on obtaining secure and consistent employment. Impoverished adults often need enhanced language, technical, and soft skills to improve their chances of obtaining and retaining employment. If they are parents there is a need for safe, quality care for their children while they are at work or engaging in personal development opportunities. Improving the economic vitality in East Winston is contingent on organizations collaborating for providing wraparound services to individuals and families in an area of our community where these resources are few and far between. The YMCA REACH Center will serve as a hub for these serves in East Winston.

The Y has the organization capacity, funding, and partnerships to provide or facilitate services and East Winston, what we lack currently is a facility that matches the needs of our community.

COLLABORATION (6 POINTS)

B.6. Describe any specific collaborative relationships with other organizations (public or private) and how they will impact the project/program. How will collaboration contribute to the planning, implementation, operation, oversight, and performance measurement of the proposed project/program?

The Y has a rich history of community partnership and programmatic collaborations with many community organizations. Some of these include: the City of Winston-Salem, Kate . Reynolds Charitable Trust, Winston-Salem/Forsyth County Schools Wake Forest University, Wake Forest School of Medicine, LaDeara Crest Estates, Music Corps, Girl Scouts, First Citizens Bank, Second Harvest, Food Bank of Northwest North Carolina, Crosby Scholars and Liberty East Redevelopment.

Over the the past two year the Y has engaged in conversations with over 30 organizations regarding the vision for the REACH Center.

In 2019, as a part of the East Winston Initiative and the development of the YMCA REACH Center, the Y has started acting on our vision to create this resource hub. The Y has started providing office and program space in the Winston Lake Family YMCA, with Partnership for Prosperity taking up residence in the administrative office at the branch. With funding from the United Way, the Y began the Coordinated Outcomes and Approaches to Community Health (COACH) Initiative, a grassroots movement to engage residents in East Winston improving community health and access to health resources. Additional United Way support will allow our Youth Development Branch in East Winston to implement a program to address summer learning loss among elementary and middle school students. The Y has partnered with the Guiding Institute for Developmental Education to offer “Saturday Academies” for school age youth with programs that provide academic support and character development lessons. Each year the Y provides life saving swimming lessons to youth and adult through the Safety Around Water Initiative. Finally, with funding from the YMCA of the Y-USA and Federal Child and Adult Care Feeding Program and a partnership with Second Harvest Food Bank, the Y is offering Weekend and Holiday meals as a part of our growing anti-hunger initiative in East Winston.

C. Strategy and Performance

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 3:00 PM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

C. Strategy and Performance

Please provide the following information

STRATEGY (5 POINTS)

C.1. The City of Winston-Salem adopted the [2017-2021 Strategic Plan \(2019 Update\)](#) as a guiding document to establish community priorities based on the vision, mission, and values set forward by the Mayor and City Council.

Indicate which of the City's strategic focus areas your program aligns with best (select one):

Economic Vitality and Diversity

C.2. Select the service area(s) that your project/program relates to:

- Housing/Homelessness
- Economic Development
- Construction Rehabilitation
- Poverty Reduction
- Arts and Culture
- Youth
- Public Safety
- Transportation
- Other

PERFORMANCE (15 POINTS)

C.3. Explain the plan for monitoring and evaluating the project/program. Also include the steps that will be taken if original goals provided in C.5. are not achieved.

The evaluation planning and execution will be led by the Y's C-Suite Executive staff, Evaluation Manager, and REACH Center Leadership consisting of both executive staff and volunteers. The ongoing reporting of the evaluation results are meant to inform continuous quality improvement of the activities in the work plan and for reporting results and progress on outcomes to various stakeholders. The guiding evaluation questions that will be answered by the evaluation plan and associated process/outcome measures are:

- 1) To what extent have outcome indicators decreased in the target population?
- 2) To what extent have community collaborations increased to improve access for priority populations?

Process measure data collection will be divided among the YMCA staff. The types of data that will be gathered includes the number of participants by demographics and geographic area and the location and time of where the activity occurred. Qualitative data process measures will be collected by conducting random-sample interviewing of participants to assess ease of access, convenience, general satisfaction, barriers, and how to improve the quality of

services. Participant interviews will be conducted for all strategies. Also, all program staff will record notes to capture challenges, lessons learned, and general thoughts and feedback. All quantitative and qualitative process measure data collected by the strategy staff will be sent to the YMCA Association Office to compile and analyze for stakeholder meetings. These meetings will include reporting of outcome and process measure progress and will serve as an accountability mechanism to ensure strategy implementation. The outcome and process data will also be used to inform continuous quality improvement. Continuous program quality improvement will ensure that strategies remain in line with intermediate and long-term outcomes.

Whenever possible, the Y works with our partners to share data that helps to monitor outcome indicators. For example, the Y is participating in a Data Sharing Project with Winston-Salem/ Forsyth County School that allow access to essential student data that helps to shape the Y’s youth development programs.

C.4. Describe the system to be used to track participant and program data. List any key reports and their frequency that will be used to capture project/program performance.

- Attendance-daily attendance taken to track program participation in all activities
- Maintain menus and meal counts
- Daxko software- used to track enrolled participants and demographic information
- Participant program satisfaction surveys
- Winston-Salem/Forsyth County Schools Data Sharing Project - Tracking academic outcome indicators

C.5. Use the chart below to show how your agency measures program effectiveness. List goals, activities, and performance measures you will use to evaluate services, facilities, and programs that will be funded by the City. Performance measures can be quantitative and/or narrative.

- *Include at least three goals and performance measures.*
- *One of the performance measures must include the unduplicated number of participants served.*

Stated Program Goals	Program Activities in Support of Goals	FY 18-19 Previous Year Results	FY 19-20 Current Year Projected Results	FY 20-21 Next Year Anticipated Results
Change our operating model in East Winston to better meet the needs of the community.	Renovate select spaces in the Winston Lake Family YMCA		Serve 3000 residents of East Winston	Serve 5500 residents of East Winston
Serve as the programmatic hub for human services in East Winston	Make space available and usable for community organizations to operate and provide services out of.		Enter into at least one service agreement with a community based organization	Enter into at least three service agreements with community based organizations

<p>Support individuals who are seeking to enter the workforce.</p>	<p>1) Provide drop-in child care services 2) Partner with organizations that can provide pathways to employment 2) Offer adult basic education services to assist individuals in obtaining/retaining employment</p>			<p>Provide Literacy instruction and job and entrepreneurial skills training to 120 Adults</p>
<p>Provide character development and enrichment opportunities for youth.</p>	<p>1) Provide structured out of school time opportunities for youth 2) Offer free community meals on the weekend 3) Teach water safety utilizing the Y's Safety Around Water resources</p>		<p>Serve 300 youth</p>	<p>Serve 1040 youth</p>
<p>Engage and enrich the lives of the Senior Citizen community in East Winston</p>	<p>1) Provide seniors with opportunities to mentor youth and youth adults 2) Provide seniors opportunities to interact with each other 3) Offer free meals and other food resources to address food access 4) Help train residents for Senior Games</p>			<p>Serve 250 seniors</p>

C.6. FY 18-19 Program Accomplishments

In 2019

- 433 academically at-risk children attended a YMCA Summer Learning Academy, to help close the achievement gap
- We helped 307 people learn to read through the Y's Adult Basic Education, English as a Second Language, and Family Literacy programs
- 1,507 Achievers learned about the tools needed for success in higher education and career opportunities
- The Y provided free swim lessons to nearly 500 youth

In 2018

- The Y served over 156,500 people with our memberships and programs.
- Through Annual Giving Campaign support and grants, our Y provided \$4.7 million dollars in charitable assistance, scholarships, and subsidized and free programs
- 19,547 neighbors in need benefited from Open Doors Financial Assistance for membership and programs
- 346 teens learned about the governmental process to Youth and Government
- 913,082 visits to group exercise classes building camaraderie along with physical activity
- 194 Adventure Guides dads and their children spent quality time and made memories
- 141 cancer survivors rebuilt strength and spirit in LIVESTRONG® at the YMCA
- 23,388 senior members participated through programs and insurance-based membership
- 31 women participated in RISE: Refugee and Immigrant Society of Entrepreneurs where they taught eight RISE International Cooking Classes and had 7 Pop-up Craft Sales
- The YMCA is the largest provider of child care in the nation, and here locally over 18,000 children were served in Before and After School Academies, Preschool Academy, Summer Exploration Academy/Day Camp, Youth Swim Lessons, Youth Sports, and at YMCA Camp Hanes

C.7. FY 20-21 Key Objectives

To establish a facility that can serve as the programmatic hub for a variety of services offered through a collation of community partners committed to improving outcomes and the quality of life for the residents of East Winston.

D. Organizational Capacity

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 3:01 PM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

D. Organizational Capacity

Please provide the following information

MISSION (5 POINTS)

D.1. Provide an overview of the organization. Include the organization's mission statement and the major services, programs, and activities provided. How does the proposed project/program help advance the mission of your organization?

Since 1888, the YMCA of Northwest North Carolina (Y) has consistently lived its mission of “Helping all people reach their God-given potential in spirit, mind, and body.” The Y makes strengthening community its cause, empowering everyone to be healthy, confident and connected. Every year, the lives of more than 152,000 men, women and children are impacted by Y membership and core programs, including wellness, youth obesity prevention, education, leadership development, sports, camps, senior programs, family programs, youth development, aquatics and outreach. Engaging communities throughout seven counties (Alexander, Davie, Forsyth, Iredell, Stokes, Wilkes and Yadkin), the Association’s 14 branches are committed to promoting youth development, healthy living and social responsibility. The Y works to nurture the potential of children and teens, to improve the health and well-being, and to both give back and support the community. The Y’s over 3,000 volunteers are representative of the large number of diverse individuals who support the Y’s mission and programs. Financial assistance is provided through the Y Open Doors program so that all can participate regardless of their ability to pay to ensure that everyone can learn, grow and thrive.

The transition of the Winston Lake Family YMCA to the REACH Center aligns with the Y’s mission and strategic plan “Moving Our Mission Forward,” supporting youth development, healthy living and social responsibility. The Y believes in helping our community address pressing social issues including child welfare, education, employment, housing and substance abuse. We work to make sure every child, family and community has what they need to make positive life changes and overcome obstacles.

FUNCTION (5 POINTS)

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

131

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

In addition to the YMCA Reach Center, the YMCA of Northwest North Carolina has four traditional Y Branches in Winston-Salem and two more in Forsyth County. We provide residents with the resources and support to improve their overall quality of life. The YMCA operates Summer Learning Academies at five elementary schools in Winston-Salem, providing academic support for 433 students in 2019. The Y Diabetes Prevention Program in East Winston provides nutritional and wellness education to residents at risk of developing Diabetes. The Achievers Program serves over 1500 minority students in every high school in the county, encouraging and assisting youth with finding post secondary opportunities. In 2019, 307 residents participated in the Y Adult Literacy program which provides Adult Basic Education services and English as a Second Language instruction to individuals seeking to obtain and retain

employment. Our Safety Around Water initiative teaches drowning prevention and swimming skills and in 2019 the Y provided over 500 free swimming lessons (8 hours of instruction) to at-risk youth in Winston-Salem.

STRUCTURE (5 POINTS)

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

Position Title	Activities/Inputs	Total Work Hours Per Week	% of hours proposed to be funded
Stan Law, President and CEO	Ultimate responsibility of the project. Insures complete communication on all aspects of the construction project through team meetings.	5	0.00 %
Darryl Head, Sr. VP and COO	Works with property director on contractor selection and construction revisions as required. Responsible for permits, inspections and adherence to local state and federal codes and regulations.	5	0.00 %
Donna Rodgers, Sr. VP and CFO	Manages and monitors the budget of the project by working closely with the Property Director and COO.	3	0.00 %
Doug Mansfield, Property Director	Manages the project. This includes: securing bids, managing the implementation and insuring the project stays on budget and meets the required timeline.	15	0.00 %

D.5. List all executive staff and their compensation (other than per diem).

Executive Staff Name	Title/Role	Compensation	% of Hours Proposed to be Funded
Stan Law	President and CEO	\$227,200.00	0.00 %
Darryl Head	Sr. VP and COO	\$166,308.00	0.00 %
Donna Rodgers	Sr. VE and CFO	\$175,290.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

1533_Staff Organizational Chart - June 2018.pdf

D.7. Please complete the Diversity of Employment and the Employment Profile below. See the [Request for Proposals \(RFP\)](#) for definitions of position types used in the Employment Profile.

Describe the hiring process and how it is structured to provide the most diverse candidate pool.

- Internal job posting and promotion- We believe strongly in internal development. As a result, many of our jobs are filled by (1) posting opportunities internally at all of our 14 branches or (2) expanding the duties of existing staff members who have demonstrated good performance. We advertise opportunities to and actively recruit part-time employees.
- External Job Posting- We use a number of venues to post jobs for external candidates. Having a very limited recruiting budget, we focus on low-cost and no-cost sources. These include the YMCA of NWNC website, National Y Vacancy List, Winston-Salem Chamber of Commerce job board, United Way website, the Hispanic League Newsletter,

Winston-Salem State University, and Forsyth Technical Community College. In addition, we often send postings to our board members and ask them to circulate the postings within their networks.

- Member/ Program Participant Recruitment- For many of our part time jobs, we recruit from within our membership and program participation base. For example, students who have participated in our child care and sports programs may be recruited to serve as counselors or group exercise class participants may be recruited for group exercise instructor jobs. Because the Y serves a diverse membership base, this is an excellent source of diverse candidates. An added advantage is that candidates have demonstrated, through their own participation, that they have an understanding of, and a passion for, the type of work for which they are being hired.

Following candidate recruitment, supervisors engage in a selection process, which includes:

- Identifying which candidates meet minimum qualifications.
- Conducting phone interviews with the strongest candidates who meet minimum qualifications.
- Conducting face-to-face interviews with finalists.
- Making a provisional offer to the candidate, contingent upon successful completion of a background check and drug screen.
- Bringing the candidate on board.

Please enter the total number of Full-Time Positions and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers		0.05				
Professionals					1.25	0.25
Technicians						
Office/Clerical		1				
Laborers/Service Workers						

Please enter the total number of Temporary/Part-Time Positions (FTE) and Employees you have in the table below

	Male - White	Male - Black	Male - Other	Female - White	Female - Black	Female - Other
Executives/Managers						
Professionals						
Technicians						
Office/Clerical					1.11	
Laborers/Service Workers	0.33	2.49	0.03	1.3	3.07	0.03

D.8.

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

Association Board Roster - Affiliations Only (June 2019).pdf

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

6

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

6

ABILITY (5 POINTS)

D.11. Describe the implementation or operational plan to get the proposed project/program up and running in a timely manner. Describe any key contingencies on which the startup depends. Please upload any maps, milestones, etc. to "F. Required Documents."

Upon the notification of the award the Y will immediately begin final preparations to start the renovation. The anticipated start date will be 60-90 days following the award notification with the project completed in the fourth quarter of 2020. The Y is either currently operating some of programs to take place in the newly renovated space or is establishing those programs. Formal Program expansion and promotion will start immediately and will continue through and beyond the completion of the project

The Association Property Director will manage the implementation of the project.

The Chief Excitement Officer/Chief Operating Officer will have final approval on all decisions.

Roof Replacement - the YMCA of Northwest North Carolina contracts with a roofing consultant to assist with managing roofing projects. The Property Director will contact the consultant with the scope of the project and the consultant will seek out bids from local contractors. The Property Director will bring the bid to the COO and make his recommendation. The COO will make the final decision on which contractor to work with.

HVAC - The Property Director will create a Request for Proposals and will review all bids. He will then make his recommendations to the COO for final approval.

Interior Renovations - The Property director will seek out quote for each portion of the project directly, making his recommendations to the COO for final approval.

The Y is committed to supporting Small, Women, and Minority Owned businesses and will seek out and include bids from qualified candidates for each project.

D.12. How do your policies and procedures (including marketing, outreach, eligibility determination and appeals) ensure fair and equal access to the benefits of the program to all persons who seek to participate?

At the Y, we believe that everyone, regardless of age, gender, race, religion, or ethnicity, deserves the opportunity to grow, thrive, and be successful. Our Open Doors Program helps anyone in the community who desires to become part of the Y family. We frequently assist:

- Youth referred by schools, churches and organizations
- Adults (and their families) who are temporarily out of work
- Adults on fixed incomes, and Single parent families.

The level of assistance depends on the extent of need and the cost of programs. No one is turned away from the Y due to an inability to pay. The Open Doors Program is possible through the generosity of donors to our Annual Giving Campaign. All money raised through our Annual Giving Campaign goes directly to provide assistance through our Open Doors Program. The YMCA also receives funding as a participating United Way Agency. With information on income and family size, we can award assistance in a fair and consistent manner. We use these procedures to ensure that everyone receives equal consideration.

In 2018, through Annual Giving Campaign support and grants, our Y provided \$4.7 million dollars in charitable

assistance, scholarships, and subsidized and free programs.

E. Cost Effectiveness

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 2:59 PM

Address: *No Address Assigned

E. Cost Effectiveness

Please provide the following information

BUDGET AND FUNDING (10 POINTS)

E.1. Please complete the table to show the organization's operating budget.

Expenditures by Program	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Program Services	\$28,702,077.00	\$28,092,876.00	\$29,219,918.00
Fundraising	\$1,088,932.00	\$940,828.00	\$1,117,895.00
Management and General	\$3,966,238.00	\$3,902,337.00	\$4,018,244.00
	\$33,757,247.00	\$32,936,041.00	\$34,356,057.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$15,461,990.00	\$15,218,516.00	\$15,714,324.00
Employee Benefits	\$3,561,587.00	\$3,393,351.00	\$3,594,888.00
Facility Rent and Utilities	\$5,131,112.00	\$5,179,443.00	\$5,191,197.00
Training and Conference Registration	\$167,078.00	\$151,214.00	\$187,503.00
Membership and Dues	\$427,556.00	\$428,986.00	\$430,741.00
Travel and Transportation	\$372,078.00	\$388,330.00	\$381,016.00
Grants to Individuals and Organizations	\$44,000.00	\$39,050.00	\$44,000.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$52,937.00	\$66,732.00	\$43,720.00
Other Contracted Services	\$1,541,613.00	\$1,559,005.00	\$1,591,431.00
Other Operating Expenditures	\$4,006,845.00	\$4,126,978.00	\$4,175,225.00
Capital Outlay	\$2,990,451.00	\$3,143,600.00	\$3,502,012.00
	\$33,757,247.00	\$33,695,205.00	\$34,856,057.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$66,000.00	\$66,000.00	\$600,000.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$229,034.00	\$242,046.00	\$61,887.00
Federal Government	\$263,557.00	\$259,257.00	\$443,291.00
Admissions/Program Revenues/Sales	\$8,502,658.00	\$8,307,616.00	\$8,557,833.00
Memberships	\$20,414,730.00	\$20,414,003.00	\$20,729,330.00
Donations	\$3,347,955.00	\$3,223,846.00	\$3,448,432.00

Printed By: Hope Ann Walsch on 1/27/2020

1 of 3

Foundation Grants	\$568,419.00	\$738,650.00	\$605,892.00
Interest and Investment Income	\$8,036.00	\$7,661.00	\$8,284.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$356,858.00	\$436,126.00	\$401,108.00
	\$33,757,247.00	\$33,695,205.00	\$34,856,057.00

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

Other operating expense includes program supplies, communication and marketing costs. Other Revenue includes facility rental, vending and management fee income. Federal government revenue consists of funds from the Child and Adult Care Food Program to help with costs to feed children in after school as well as summer programs, 21st Century Community Learning Center Federal Grant for after school tutoring programs and Federal funds to assist the local hospitals in wellness studies.

E.2. Has the City of Winston-Salem provided funding in the past? If so, provide a funding history of the most recent five years of City contributions in the table below.

Year	Funding Source	Funding Amount
2019	General Fund	\$66,000.00
2018	General Fund	\$66,000.00
2017	General Fund	\$66,000.00
2016	General Fund	\$66,000.00
2015	General Fund	\$66,000.00

E.3. Please complete the table below to show specific details of proposed City funding and other leveraged funding for the proposed project/program.

Activity	Funding Requested from City	Funds from Other Sources	Other Funds Source
REACH Center Renovation	\$600,000.00	\$900,000.00	YMCA Capital Campaign
	\$600,000.00	\$900,000.00	

E.4. If this year's request is different in any way (amount, activities, etc.) from a prior year's request, explain how and why. If you are a new applicant, please describe how you would adjust your project/program if your funding request is not funded at the full amount.

That YMCA of Northwest North Carolina has previously requested programmatic dollars from the City of Winston-Salem. This is the organization's second request for a construction/rehab project, and have not received funding from the City of Winston- Salem for a project of this scope in the past. If we were to not receive the total requested amount we will have to reduce the scope of the project based upon the amount received. We would take one of the following courses of action:

- Renovate one or two of the three proposed spaces completely.
- Complete the roof repairs and or HVAC update and secure other funding for the interior renovations.

SUSTAINABILITY (7 POINTS)

E.5. Describe the plan to sustain the project/program funding in future years. Include information about other funding sources to leverage City funds requested.

The YMCA of Northwest North Carolina, it's Board of Directors and Executive staff are committed to serving East Winston and will work to sustain operation at the REACH Center through the following development efforts:

Programmatic Dollars:

- The Y’s will support programs with funds raised through our annual giving campaign.
- Grants for programs and general operating will be sought
- The Y will internally fund programs with operating surpluses from other facilities in Forsyth County.
- The Y has created a sustainability strategy that includes an endowment and the use of Annual Giving funds from across Forsyth County.
- As a part of the capital campaign we will seek out endowment funds - sustain program funding

Capital Dollars:

- The Y intends to conduct a Capital Campaign - Plan to launch in early 2020
- The Winston-Salem Capital Campaign Coordinating Committee give the Y permission to begin a quiet Capital Campaign in 2019.
- Received positive feedback from a feasibility study in the summer of 2019 - over 30 stakeholder interviews were conducted
- To date all the major stakeholders: local foundations, City and County officials, and community partners, like the United Way, are in support of the project
- Additional grants for capital improvement will be sought.

BARRIERS (3 POINTS)

E.6. Describe any potential barriers to the project implementation and how you plan to overcome them.

The only barrier to the implementing and completing the proposed renovation to the Winston Lake Family YMCA is funding. If funding is secured we foresee no issues completing the project. However, as an organization that has served the City of Winston-Salem for 131 years, the Y recognizes that an updated facility and new programs does not mean that community members will come flocking to our doors. Barriers such as transportation, personal finances, and trust still inhibit residents from participating in programs. Currently the facility is not located on a bus route. The Y hopes to work with the city to change this in the future, but is committed to developing strategies reduce the transportation barrier such as providing a shuttle service to and from the facility for residents. We will utilize our existing Open Doors Policy to provide financial assistance to individuals who are inhibited by program fees. Additionally, the Y will partner with other community based organizations to assist in supporting and advocating for the programs that will be offered in the REACH Center.

AVERAGE COST (5 POINTS)

E.7. Use the table below to show the average amount of City funds requested per beneficiary to be served during the year and the average total cost of the service per beneficiary to be served during the year (including all funding sources)

Proposed funds from the City for this project:	600,000
Number proposed to be served for the year:	5,500
Average City funds per beneficiary:	109.09
Proposed funds from all sources:	1,500,000
Number proposed to be served for the year:	5,500
Average total funds per beneficiary:	272.72

F. Required Documents

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 1:59 AM

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Code of Conduct - Conflict of Interest.pdf

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

2018 YMCA NWNC Form 990 - Public Disclosure Copy.pdf

Organization By-Laws *Required

YMCANWNC Approved By-Laws.pdf

Articles of Incorporation *Required

Articles of Incorporation - YMCA of Northwest NC.pdf

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

Employee Handbook and Code of Ethics.pdf

IRS 501(c)3 Designation Letter *Required

IRS501c3Letter YMCANWNC.pdf

Audited financial statements or a third-party review *Required

YMCA NWNC Financial Statements 2018.final.pdf

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

***Required**

North Carolina Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Community Development Only

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 2:58 PM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

G. Community Development Only

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

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

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

Ranges of Income	# to be served
0 to 30% of median	34
31% to 50% of median	30
51% to 80% of median	30
Greater than 80% of median	0

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

Financial Assistance is offered for YMCA programs including individual and household branch memberships, before and after school care, overnight and summer day camp, sports, aquatics and other programs. The level of assistance depends on the extent of need and the cost of programs. No one is turned away from the Y because of an inability to pay. However, it is unusual that 100% of the fee is provided since recipients develop a stronger sense of ownership when contributing partially to their involvement. Assistance is provided for a specific time period and will be reviewed for eligibility every two years. If help is still needed when assistance is reviewed, a recipient will be asked to re-apply. We ask recipients to let us know if their circumstances change before the end of the two year so we may serve others. With information on income and family size, we can award assistance in a fair and consistent manner. We use these procedures to ensure that everyone receives equal consideration. Personal financial information is handled in a confidential manner and will be seen and reviewed only by the YMCA's professional staff. No information is shared with any other agency or organization.

This Open Doors program offers a fee scale to fit the financial situation of individuals in our community. We want all people to be involved with the programs and services of the Y that nurture spirit, mind and body – especially during difficult times when they are needed most. In the past five years, the YMCA of Northwest North Carolina has provided more than \$10 million in direct financial assistance.

3. Explain how services will assist participants in reaching objectives of the proposed project/program. Describe the policies or procedures for follow-up after participants leave the proposed project/program.

The Y provides a continuum of service for residents in all stages of life. We utilize evidence and research-based strategies and methods along with age and developmental appropriate program content that helps all people to grown and thrive. Each person may have a different need or goal so the Y provides everyone with navigation services to guide them to and through the appropriate resource. Our member database and engagement procedures and strategies allow the Y to track a participant into various Y program over the course of their involvement with the Y and beyond.

H. Construction/Rehab Only

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 2:58 PM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

H. Construction/Rehab Only

** Complete this section only if you are requesting funds for a Housing Construction or Rehabilitation project.**

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

1. Describe the proposed project, including any plans. If the project is approved, we will need a detailed work write-up.

In an effort to better serve the residents of East Winston the Y has resolved to restructure both the program and the facilities of the Winston Lake Family YMCA transforming the branch into the YMCA REACH Center. REACH stands for Resources for Economic Development, Academics, and Community Health. This facility will serve as a programmatic hub for a true community collaborative, engaging other Community based organizations to provide services in a newly renovated space design to meet the needs of the program.

The Y is requesting funds to complete the following projects at the Winston Lake Family YMCA:

- Repair the roof above the multipurpose room/kitchen, Youth Development Center, and Group Exercise Room. (\$225,000)
- Replace the HVAC systems in the above mentioned areas (\$325,000)
- Refresh the interior of these spaces to better meet the need of our programs, converting the Group Exercise room into a multipurpose facility suitable for a variety of programs. (\$50,000)

2. Provide a projected timeline for the proposed work.

June-December 2019: New programming launched in the Winston Lake Family YMCA

(Saturday Academies, Anti-Hunger Programs, Facility Partnerships, such as Partnership for Prosperity, COACH)

January 2020 - Y Capital Campaign Begins

June 2020: Notification of Award

July 1, 2020 - September 30, 2020: Final plans and arrangement made to begin renovations at the Winston Lake Family YMCA. Enter into formal agreements with community partners to offer their services in the facility

October 1, 2020: Renovations Begin

March, 31, 2021: Renovations Completed

April 1, 2021: Winston Lake Family YMCA Grand Re-Opening and officially named the YMCA REACH Center

April 1, 2021 onward: New programs, resources, and services are made available through service agreements and collaborative partnerships with other community based organizations

3. Describe how the project will be managed, including the contractor procurement process.

The Association Property Director will manage the implementation of the project.

The Chief Excitement Officer/Chief Operating Officer will have final approval on all decisions.

1) Roof Replacement - the YMCA of Northwest North Carolina contracts with a roofing consultant to assist with managing roofing projects. The Property Director will contact the consultant with the scope of the project and the consultant will seek out bids from local contractors. The Property Directory will bring the bid to the COO and make his recommendation. The COO will make the final decision on which contractor to work with.

2) HVAC: The Property Director will create a Request for Proposals and will review all bids. He will then make his recommendations to the COO for final approval.

3) Interior Renovations: The Property director will seek out quote for each portion of the project directly, making his recommendations to the COO for final approval.

The Y is committed to supporting Small, Women, and Minority Owned businesses and will seek out and include bids from qualified candidates for each project.

4. Describe the target market, including any special populations to be served.

African-American residents in Winston-Salem are almost three times as likely, and Hispanic and Latino residents are about four times as likely, to be in poverty as White, Non-Hispanic residents. There are six census tracts that surround the WLY that serve as the primary focus area of this application. This area is the home of nearly 19,000 residents of whom 79.7% are African American, 10.5% are Hispanic, and 8% are white. 44.5% live in poverty and 24% of adults over the age of 25 have not completed high school. 47% of residents over 16 years old are not in the labor force and unemployment is 8.4% triple the rate of 2.8% in Winston-Salem. The Median Household Income in this area is \$22,457 compared to \$44,146 in Winston-Salem and \$50,185 in Forsyth County. The Federal Poverty Level for a Family of four is \$25,100. Youth Make up 31% of the population, and 65% (20% of the total population) of these youth are age nine or younger. There are seven schools located in the area of which six are designated Title 1, five are comprised of more than 90% low-income students, and two are charter schools. 62% of the Youth in East Winston Live in Poverty. There is only one Grocery Store located in all of East Winston.

5. Describe the services or program you plan to provide.

1) Expand the Youth Incentive Program (YIP), supported by the City of Winston-Salem to serve 150 youth. YIP provides academic support and enrichment opportunities to students in communities surrounding the YMCA.

2) Start Saturday Academies (Partnership with GIDE serving 250 additional K-12 youth.) Provide structured recreation activities, weekend homework help and a meal to youth in the community.

3) Offer Part Day Preschool and Drop In child care for parents seeking to enter the workforce or obtain job training.

4) Adult Literacy Program which provides Adult Basic Education and English as a Second Language Instruction and career readiness/skills training offered through community partners (Goodwill, Urban League, Dress for Success)

5) Partnership with Prosperity - facilities for their economic mobility programs

6) COACH - Engaging residents around community health through relationships, resource navigation, and education.

7) Provide free community meals.

6. Describe the property management plan.

As part of the Facility Strategic Plan for the YMCA of Northwest North Carolina, a long term maintenance plan will be created for the REACH Center that includes ongoing preventative maintenance as well along term replacement of capital items. The Association Property Director leads these efforts and aims to get the longest serviceable life from the components of our facilities. We have a system for regularly scheduled maintenance and in many cases we employ expert consultants. (e.g. roofing, HVAC) The Y maintains financial reserves and contingency funds to address unexpected issues.

On a day to day basis we employ a cleaning firm and other contractor such as landscaping, exterminators, and safety inspectors. Each facility has a staff member who is responsible for keeping all required inspections current. All our buildings fall under the purview of the Finance and Facilities Committees of the Board of Directors. This group approves the facilities budget and reviews all facility maintenance plans.

7. List the development team members.

Stan Law, President and CEO
 Donna Rodgers, Senior Vice President and CFO
 Darryl Head, Senior Vice President and COO
 Doug Mansfield, Association Property Director
 Chris Parker, Chief Volunteer Officer
 Jason Lagesse, Grant and Evaluation Manager
 Members of the Finance and Proprieties Committees.

8. Describe the financial capability of the sponsor/owner organization, including submission of the organization’s operating budgets, agency audits, and Form 990s for the prior three years, unless already submitted to the City.

The YMCA of Northwest North Carolina is a financially healthy, but not wealthy, non-profit organization with strong fiscal capabilities, internal controls, and sense of stewardship of the resources invested in it by the community. Our 131 year existence is testimony to our management, operational capacity, and our communities’ commitment to our mission and its successful delivery. The YMCA of NWNC consistently balances its operating budget, services outstanding debt, and receives clean opinions from independent auditors.

9. Listing of projects undertaken by principals over the past ten years, identifying project name and address, type of project, and number of units; please note any projects for which local government funding was received.

Project Name	Address	Type of Project	No. Units	Govmt Funding
Pool, Parking Lot, Teen Room	1150 S Peace Haven Rd, Clemmons, NC 27012	Building Expansion	0	No
Airnasium	1225 Camp Hanes Rd, King, NC 27021	New Construction	0	No
Aplhin Retreat Center	1225 Camp Hanes Rd, King, NC 27021	New Construction	0	No
Reynolds Center	1225 Camp Hanes Rd, King, NC 27021	New Construction	0	No
Outdoor Pool	1113 W Mountain St, Kernersville, NC 27284	New Construction	0	No
Wellness Expansion	1801 YMCA Blvd, Wilkesboro, NC 28697	Building Expansion	0	No
Robinhood Road	3474 Robinhood Rd, Winston-Salem, NC 27106	Renovation	0	No
Lobby and Youth Development Program Space	828 Wesley Dr, Statesville, NC 28677	Renovation	0	No

Documentation

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

Feasibility Study.pdf

Development costs that include a detailed sources and uses statement of all funds, including the requested loan from the City, in electronic format, preferably a spreadsheet.

1781_REACH Center Renovation Phase 1 - Sheet1 (2).pdf

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

1757_YMCA REACH Center Operating Pro Forma - Sheet1.pdf

Operating Budget

2019 Operating Budget - Sheet1.pdf

Form 990

2018 YMCA NWNC Form 990 - Public Disclosure Copy.pdf

I. Emergency Shelter Only

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 11:23 AM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

I. Emergency Shelter Only

** Complete this section only if you are requesting funds for an Emergency Shelter project. **

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

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Emergency Shelter: Essential Services

Activity	Total Budget (\$)
Case Management	\$0.00
Child Care	\$0.00
Education Services	\$0.00
Employment Assistance	\$0.00
Job Training	\$0.00
Outpatient Health Services	\$0.00
Transportation	\$0.00
Legal Services	\$0.00
Services to Special Population	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

Emergency Shelter: Operating Costs

Activity	Total Budget (\$)
Rent	\$0.00
Shelter Security	\$0.00
Fuel	\$0.00
Equipment	\$0.00
Insurance	\$0.00
Utilities	\$0.00
Food	\$0.00
Furnishings (limited to less than \$500 per item)	\$0.00
Supplies	\$0.00
Maintenance or Minor Repairs	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00
	\$0.00

J. Rapid Rehousing and HMIS Only

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 11:23 AM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

J. Rapid Rehousing and HMIS Only

** Complete this section only if you are requesting funds for a Rapid Rehousing project.**

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

Prior to the beginning of any funding year, any ESG-funded program must participate in the local Homeless Management Information System (HMIS) designated by the Winston-Salem/Forsyth County Continuum of Care, or for domestic violence programs, a comparable database in accordance with HUD's standards.

Rapid Rehousing Financial Assistance

Activity	Total Budget (\$)
Rent Assistance	\$0.00
Rental Application Fees	\$0.00
Security Deposits	\$0.00
Last Month's Rent	\$0.00
Utility Deposits	\$0.00
Utility Payments	\$0.00
Moving Cost Assistance	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

Rapid Rehousing Services

Activity	Total Budget (\$)
Case Management	\$0.00
Housing Search and Placement	\$0.00
Mediation	\$0.00
Legal Services	\$0.00
Credit Repair	\$0.00
Counseling	\$0.00
Information and Referral	\$0.00
Monitoring/Evaluation of Progress	\$0.00
Overhead Costs (limited to 15% of total activity request)	\$0.00

HMIS/Data Collection Budget

HMIS Activity	City ESG Request	State ESG Request
Staff Costs	\$0.00	\$0.00
Equipment	\$0.00	\$0.00
User Fees	\$0.00	\$0.00
	\$0.00	\$0.00

Submit

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 3:01 PM

Case Id: 10777

Name: YMCA of Northwest North Carolina - East

Address: *No Address Assigned

Submit

I certify that the applicant meets the conditions specified in the application instructions and will be able to carry out the proposed services in concert with these conditions. I also certify that the organization is a certified IRS 501(c)(3) non-profit organization.

Jason R. Lagesse

Electronically signed by j.lagesse@ymcanwnc.org on 11/22/2019 3:01 PM