

parents have additional questions or need more referrals after visiting programs included in the initial referrals. In FY18-19, 1221 children from 1065 households were helped with child care referrals/consultations.

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.

Child Care Resource and Referral Services including consultation, consumer education and referrals are available to all families (individuals) in Winston-Salem, Forsyth County with or caring for children 0-12 years of age. Any parent or individual calling to access services will be provided with information related to choosing quality child care, the role that good early education experiences play in preparing children for school and referrals to child care programs that meet the needs of their family. According to the US Census, 2017 ACS 1-Year Estimates, 28.5% (16,692) Forsyth County children under the age of 12 years lives in poverty as compared with North Carolina as a whole where the poverty rate for children under the age of 12 years is 22.6%. Research has shown that while all young children benefit from quality early education experiences, children from low wealth families have the greatest gains and come to kindergarten better prepared than children without these experiences.

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.

Every day in Forsyth County, 69.2% (19,249) of the children under six years of age live in families where either both or their sole parent works outside the home (CCRC 2018-2019 Supply and Demand Report, 2017 US Census ACS). This means that child care is a necessity for thousands of Forsyth County families. (2013 Forsyth Futures Report: Making the Grade). There are currently almost 700 legally operating child care programs in Forsyth County, licensed and licensed exempt, that provide full- or part-time care for children ages 0-12 years. Families relying on word of mouth, the internet or just driving past various programs as they search for child care are unlikely to be aware of all available programs or have the information they need to make an informed selection. Through consultation with CCRC's parent specialist, a parent will gain information to guide them through this process. During the initial consultation, the parent specialist will discuss the indicators of quality child care, the NC Star Rated License and provide parents with a toolkit that includes a checklist with questions that should be asked of any program they are considering for their child. The parents are then provided with a customized list of referrals with information about child care programs that match their individual situation. The benefits of CCRC's service is connecting families to quality child care programs, educating families about the attributes of quality child care, the reassurance that someone cares about their family and that experienced experts are working to help them with the crucial decision.

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?

CCRC has collaborated with the Forsyth County Department of Social Services (DSS) to locate a CCRC parent specialist on-site at the Highland Avenue offices three days each week to service parents receiving child care subsidy vouchers or who are on the waiting list if they need to explore options while they wait for a child care voucher. The City of Winston-Salem grant funds helps support this effort to provide ease of access to CCRC's child care resource and referral services to our communities low wealth families.

CCRC also collaborates with Smart Start of Forsyth County to manage the Child Care Resource and Referral and Stars and Beyond Programs. These programs target Forsyth County residents who work or live in Forsyth County. Additionally, CCRC coordinates child care resource and referral services for Region 10 (Alleghany, Ashe, Davidson, Davie, Forsyth, Stokes, Surry, Wilkes and Yadkin Counties). Many residents from these neighboring counties work in Forsyth County and need child care resource and referral services to find child care for their children.

CCRC staff participate in the Forsyth Promise Community Action Networks and Community Leadership Council, the Kate B Reynolds Charitable Trust Family, Friend and Neighbor Care Steering Committee, the Universal Pre-K Project and others across the community to promote the understanding of the importance of high-quality early care and education for all of our children.

C. Strategy and Performance

Completed by gpuckett@ccrr.org on 11/21/2019 5:40 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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.

CCRC gathers and analyzes data about the supply of and demand for child care in Winston-Salem, Forsyth County. CCRC houses data from parents and child care programs in a searchable proprietary database - Work-Life Systems. The information is compiled into a report format and shared with community stakeholders (Annual Supply and Demand Report). The information is also used to help individuals who may be interested in opening child care businesses in the community or policymakers/local funders in need of information about child care availability. Parent Specialists have a standardized process that is used to provide consumer education and child care referrals to individuals who call to request child care-related information. CCRC receives secret shopper calls from the state organization that oversees the Child Care Resource and Referral System in North Carolina. CCRC staff have always met or exceeded the requirements assessed during these calls.

Follow-up surveys will be sent to all parents accessing the service to gather feedback on satisfaction and effectiveness. CCRC will collect responses from a minimum of 20% of service users. The follow-up data is used to analyze the

effectiveness and to make changes to service provision as needed to meet client needs.

CCRC's administrative staff and program advisory committee review program stats on a bi-monthly basis to ensure compliance with established goals/outputs; this may include restructuring job duties or staffing. CCRC's database specialist creates monthly and quarterly reports to ensure compliance with goals/outputs. CCRC follows a continuous improvement process to ensure that all staff is continually strengthening the skills they need to provide our core services to the community. The administrative staff, program advisory committee and personnel committee analyze the data to inform short and long term planning for the organization.

CCRC will work with the staff members of the City's Budget and Evaluation Department to revise any established goals prior to the end of the fiscal year as needed.

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.

CCRC uses a database that is proprietary to the child care resource and referral field - Work-Life Systems. This database allows CCRC to track and report on service usage. Work-Life Systems is also used to gather information and provide referrals to legally operating child care programs in Forsyth County. CCRC will use Work-Life Systems to capture information related to the project and to provide semi-annual reports about the project performance.

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
Maintain a database of all parents utilizing CCRC's services, including information on the type of care requested, type of care selected, general helpfulness and satisfaction with services provided.	Parent Specialists will provide consumer education and child care referrals to parents searching for child care in the community. All information gathered will be entered into a searchable database.	98% of families received complete and accurate information; surveys received from 20% of families utilizing service	98% of families will receive complete and accurate information; surveys received from 20% of families utilizing service	98% of families receive complete and accurate information; surveys will be received from 20% of families utilizing service
Maintain a database of all licensed and legally operating child care options in Forsyth County	Database Specialist will maintain a searchable database of legally operating child care programs;	100% of licensed child care programs were listed in CCRC's database; Annual report completed to	100% of licensed child care programs were listed in CCRC's database; Annual report completed to	100% of licensed child care programs were listed in CCRC's database; Annual report completed to

	updated semi-annually	highlight supply of and demand for child care	highlight supply of and demand for child care	highlight supply of and demand for child care
Providing information to increase the awareness and understanding of the indicators of quality child care among service users	Parent Specialists will provide education and referral information to help families understand the key indicators of high quality child care programs	1065 families received child care consultations/referrals by phone or in-person; 256 families accessed our online referral program; 97% reported using at least 2 indicators of quality child care to search for and select a child care program	1600 families received child care consultations/referrals by phone or in-person; 400 families accessed our online referral program; 98% reported using at least 2 indicators of quality child care to search for and select a child care program	1600 families received child care consultations/referrals by phone or in-person; 400 families accessed our online referral program; 98% reported using at least 2 indicators of quality child care to search for and select a child care program

C.6. FY 18-19 Program Accomplishments

Child Care Resource Center (CCRC) co-located, three days each week, at the Day Care Office of the Forsyth County Department of Social Services (DSS) to facilitate easier access for families waiting for or receiving DSS child care vouchers to help pay for child care;

CCRC began the implementation of a new child care database, Work Life Systems, which provides a consumer-friendly child care search feature.

CCRC parent specialists continue to conduct community outreach events throughout Winston-Salem/Forsyth County in order to ensure that families are aware of our services and the many ways we can support their child care search

CCRC continued to write articles for Triad Moms on Main and The Chronicle to increase awareness of our role in assisting families seeking child care for children ages birth to 12 years.

CCRC publishes a monthly e-newsletter to share information relevant to families with young children

CCRC is a VROOM Ambassador which enabled us to share child development tips, activities and resources with families via the VROOM app, our website and social media sites.

CCRC in partnership with Latino Community Services secured a grant from the Kate B Reynolds Charitable Trust for a pilot project to support early learning knowledge and child care amongst low wealth family, friend and neighbor caregivers in our community.

C.7. FY 20-21 Key Objectives

CCRC plans to manage the collection and analysis of the child care supply and demand data by maintaining a searchable child care and community resource database for Winston-Salem/Forsyth County. The database specialist will gather consumer feedback from 20% of the parents utilizing consumer education and referral services. The parent specialist will work with the same number of families as served in 2019-2020. The online referral process will be promoted to the community. Compilation and distribution of the 2019-2020 Child Care Supply and Demand Report. City funds will be blended with funds from other sources to accomplish these goals.

D. Organizational Capacity

Completed by gpuckett@crr.org on 11/21/2019 5:41 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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?

Child Care Resource Center (CCRC), formerly Work Family Resource Center, is a private non-profit (501(c)3) child care resource and referral agency formed as a collaborative effort between the Junior League of Winston-Salem, Northwest Child Development Council, The Winston-Salem Foundation, The United Way of Forsyth County and several local corporations in 1991. Child Care Resource Center completed a rebranding in 2018 in order to better relay our primary service area to our constituents. CCRC's mission is to support families in accessing quality child care, to build the capacity and quality of child care professionals and promote greater awareness about the link between quality child care and school readiness. CCRC serves families and child care professionals across the City of Winston-Salem to support our vision of ensuring quality early learning experiences and opportunities for children and families. As a child care resource and referral agency, CCRC offers a set of interrelated core services to families, child care programs and the community.

-Consumer Education and Child Care Referrals to families - Access to secure child care arrangements enable parents to work, attend school to improve their skills and perform their jobs without undue tardiness, absenteeism, and turnover. Child care is a critical infrastructure support that area families, businesses and the city rely on to strengthen the productivity of the current workforce and to build the workforce of the future. Navigating the various child care options especially in a tight supply situation, differentiating the quality of available options, understanding the impact of higher quality child care on children, and accessing assistance to help pay for child care for eligible families are elements of the consultation and referral service CCRC provides to families.

-Analysis of Child Care Supply and Demand (including maintaining a database of child care options) - compiling, analyzing and sharing information with parents, child care providers, businesses, and the community about the early care and education and school-age child care system in our community.

-Quality Enhancement Opportunities for child care programs - supporting individuals and programs that care for children ages birth - 12 years in residential and commercial settings in order to strengthen their business skills and build their capacity to deliver high quality child care and early education

-Professional Development Opportunities for child care programs - Providing professional development and coaching to child care teachers, directors and family child care providers in licensed and unlicensed settings in our community and supporting their efforts to attend college to strengthen their professional knowledge of early child development and education.

-Public Awareness/Advocacy - building connections in our community to encourage supportive policies on family and children's issues as well as increasing awareness and understanding of the importance of a strong, high quality child care system to the current and future economic well-being of the city of Winston-Salem.

We are requesting funds to support the overall work of our organization's mission rather than support for a specific project. The funds will support our capacity to serve families, child care programs and our community with our core services.

FUNCTION (5 POINTS)

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

Child Care Resource Center, formerly Work Family Resource Center, has been in operation since 1991 serving the families and children of Winston-Salem.

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

Accessible, affordable high quality child care supports the ability of parents to participate in the workforce, be economically self-sufficient and balance their work and family responsibilities. Children benefit from high quality early care and education to ensure they reach kindergarten with the foundation they need to be successful students and productive citizens. In our community, an estimated 19,249 (69.2%) of children under the age of six live in households where the only or both parents work. There are another 30,198 school-age children that may need care before and after school, during school breaks or over the summer. CCRC works with all constituents of the early care and school-age child care delivery system to help families understand the why and how of choosing quality child care programs, improve the quality of available options and provide objective information for planning and policy development to the public and private sectors. As the local child care resource and referral agency, CCRC is in an optimal position to work with parents, child care programs, businesses and the community to build a vibrant, strong child care system which supports the economic vitality of Winston-Salem.

Child care is a critical social infrastructure for economic development. Data on the supply and demand of local child care is key to collaborations between the child care sector, businesses and the city government. Child Care Resource and Referral agencies, like CCRC, can be resources to assess the local child care market and serve as potential partners in developing policies to support child care development to ensure a strong supply.

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
Database Specialist	Maintains database of child care programs, family child care requests, community agency referrals	20	45.00 %
Parent Specialist	Provides parent consultation and education to assist families in finding child care to meet their needs; outreach to promote child care resource and referral services to the community	40	30.00 %
Receptionist/clerical	Follow-up parent calls/assists with database updates	40	10.00 %

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
Katura Jackson	Executive Director	\$81,000.00	0.00 %
Gena Puckett	Program Director	\$65,500.00	0.00 %
Carole Mangum	Finance Director	\$53,000.00	0.00 %

D.6. Attach an organizational chart

Organizational Chart *Required

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.

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at CCRC will be based on merit, qualifications and abilities. CCRC does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age disability or any other characteristic protected by law.

CCRC will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in undue hardship. This policy covers all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training. Detailed job descriptions have been established for each job and are reviewed by staff and the board of directors personnel committee periodically for accuracy, employee traits and skills.

Job descriptions are used by members of the management team (Executive Director and Program Director) for recruitment, screening and selection.

When CCRC has a job opening, the position is posted on Triad JobNet, Indeed, area college/university job websites, websites of the Child Care Resource and Referral and Smart Start agencies across the state. Most of our positions require a four-year degree in Early Childhood Education or a related field and experience working with young children in an early education setting or on behalf of young children and families, so most of the applicants for our positions are women.

Once applications are received, they are reviewed by the Program Director and Executive Director to determine which ones meet the educational and experience required for the posted position. The applicants whose education and experience most closely match the requirements of the position are invited to an initial interview with the Program Director. After the initial interviews, the applicants that most closely match the position requirements and that seem to be a good fit for the organization are invited back for a second interview with the Executive Director and other staff members that hold similar positions in order to assess which candidate will be the best fit for the open position and the organization. See Personnel policies - section 116 for internal posting policies.

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				1	1	
Professionals				8	4.5	2
Technicians						
Office/Clerical					0.5	
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					0.5	
Professionals				0.5		

Technicians						
Office/Clerical					0.4	
Laborers/Service Workers						

D.8.

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

Board Contact List 2019-20 updated November 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."

CCRC has provided child care resource and referral services for the residents of Winston-Salem since 1991. This program will be operational July 1, 2020.

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?

CCRC's general child care resource and referral services are open to all residents of Winston-Salem. Services are advertised in a variety of ways including Yellow Pages, Social Media, local publications, area social networks, ie. Triad Moms on Main, and information cards distributed to organizations and businesses serving families and children. Services are customized to meet the family's individual needs.

E. Cost Effectiveness

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

Completed by gpuckett@crr.org on 11/21/2019 5:41 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	\$1,197,057.00	\$1,197,057.00	\$1,197,057.00
Fundraising	\$40,000.00	\$40,000.00	\$40,000.00
Management and General	\$93,112.00	\$93,112.00	\$93,112.00
	\$1,330,169.00	\$1,330,169.00	\$1,330,169.00

Expenditures by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
Employee Salaries and Wages	\$946,675.00	\$946,675.00	\$946,675.00
Employee Benefits	\$167,060.00	\$167,060.00	\$167,060.00
Facility Rent and Utilities	\$30,000.00	\$30,000.00	\$30,000.00
Training and Conference Registration	\$5,560.00	\$5,560.00	\$5,560.00
Membership and Dues	\$7,626.00	\$7,626.00	\$7,626.00
Travel and Transportation	\$45,012.00	\$45,012.00	\$45,012.00
Grants to Individuals and Organizations	\$47,500.00	\$47,500.00	\$47,500.00
Contracted Fundraising Services	\$0.00	\$0.00	\$0.00
Goods Purchased for Resale	\$0.00	\$0.00	\$0.00
Other Contracted Services	\$59,500.00	\$59,500.00	\$59,500.00
Other Operating Expenditures	\$21,236.00	\$21,236.00	\$21,236.00
Capital Outlay	\$0.00	\$0.00	\$0.00
	\$1,330,169.00	\$1,330,169.00	\$1,330,169.00

Revenues by Category	Budgeted FY 19-20	Projected Actuals FY 19-20	Proposed Budget FY 20-21
City of Winston-Salem	\$25,450.00	\$25,450.00	\$25,450.00
Forsyth County	\$0.00	\$0.00	\$0.00
State of North Carolina	\$279,786.00	\$279,786.00	\$279,786.00
Federal Government	\$776,908.00	\$776,908.00	\$776,908.00
Admissions/Program Revenues/Sales	\$20,000.00	\$20,000.00	\$20,000.00
Memberships	\$0.00	\$0.00	\$0.00
Donations	\$35,000.00	\$35,000.00	\$35,000.00

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Foundation Grants	\$194,284.00	\$194,284.00	\$194,284.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$0.00	\$0.00	\$0.00
	\$1,331,428.00	\$1,331,428.00	\$1,331,428.00

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

Other Operating Expenditures \$21,236.00- advertising \$7500, insurance \$5000, \$5500 office supplies, computer equipment \$3236

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	City of Winston-Salem	\$25,450.00
2018	City of Winston-Salem	\$25,450.00
2017	City of Winston-Salem	\$25,450.00
2016	City of Winston-Salem	\$25,450.00
2015	City of Winston-Salem	\$10,000.00

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
Personnel: Updating and maintaining a database of child care programs, developing and distributing the annual Child Care Supply and Demand report, conducting follow up surveys with 20% of parent users each quarter.	\$9,621.00	\$17,867.00	Federal Grants
Personnel: Parent consultation and referrals	\$10,260.00	\$23,940.00	Federal/State Grants
Personnel: Assists with parent follow up surveys and	\$3,420.00	\$30,780.00	Federal/State Grants

parent and community phone calls, assists with basic database tasks.			
Rent and other operating expenses	\$2,149.00	\$26,315.00	Grants/Fundraising/Earned Income
	\$25,450.00	\$98,902.00	

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.

CCRC is requesting a continuation of the \$25,450 FY19/20 award as we move forward into FY 20/21. The \$25,450.00 is invaluable in supporting the extensive database which ensures CCRC can provide current, accurate referrals and data to families and community entities when requested. By blending the city's funds with funds from other sources, CCRC can support Winston-Salem's workforce and businesses by fulfilling our mission of supporting families in accessing quality child care, building the capacity and quality of child care professionals and promoting greater awareness about the link between quality child care and school readiness.

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.

CCRC has provided child care resource and referral services for residents of Winston-Salem since 1991 We leverage funds from several sources to provide these services in our community. Federal pass-through funding from the NC Department of Health and Human Services, state funds from Smart Start of Forsyth County and the NC Child Care Resource and Referral Council fund portions of these services for the families and children in our community. We also offer fee-based services to several local corporations to provide enhanced consultation and referrals to their employees in order to save time and allow their employees to focus on work and the company's bottom line. However, all of these blended sources are not sufficient to meet the needs of all area families.

Research shows that access to high-quality child care benefits children. High-quality early care and education experiences have a positive effect on the academic performance of all children though children from low wealth families benefit the most. Child care supply is tightening across the state of NC as wages remain low in the field and other economic opportunities are available to those that previously worked in child care. This has increased the difficulty for parents in finding child care that meets the family's needs. Access to child care resource and referral consultation is needed more than ever to help families identify and assess their child care options.

CCRC continually researches potential grant opportunities to help us sustain and increase the number of families who have access to our services. Forsyth County has approximately 4500 babies born each year and we strive to provide our services to as many of those families as possible to ensure that they understand how to provide early care and education that will prepare their young childred for school success.

BARRIERS (3 POINTS)

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

CCRC has consistently provided services to the residents of Winston-Salem since 1991 and there are no foreseen barriers to the provision of these services in the community.

For the low wealth families in our community, the availability of child care vouchers to help pay for child care has been limited over FY19/20. This has created additional challenges in helping these families think through ways to meet their child care needs with very limited resources.

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:	\$25,450.00
Number proposed to be served for the year:	500
Average City funds per beneficiary:	\$51
Proposed funds from all sources:	\$96,066
Number proposed to be served for the year:	1600
Average total funds per beneficiary:	60.00

F. Required Documents

Completed by gpuckett@crr.org on 11/19/2019 1:54 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

104 Business Ethics and Conduct.pdf

Conflict of Interest Policy.doc

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

2017US X24895 Clnt V1.pdf

Organization By-Laws *Required

Revisions - 2018 - Final.pdf

Articles of Incorporation *Required

articles of incorporation.pdf

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

HandBookPolicies.pdf

319 Long-Term Disability.pdf

328 SEP Plan and 329 403b.pdf

512 Employee Expenses.pdf

526 Cell Phone Usage.pdf

accountingpolicies.pdf

IRS 501(c)3 Designation Letter *Required

Updated IRS Letter 2015.pdf

Audited financial statements or a third-party review *Required

AUDIT18.final.pdf

SAS 114 letter.final.pdf

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

***Required**

Active Charitable Solicitation.pdf

Other

***No files uploaded*

G. Community Development Only

Completed by gpuckett@crr.org on 11/21/2019 4:59 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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	0
31% to 50% of median	0
51% to 80% of median	0
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

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.

H. Construction/Rehab Only

Completed by gpuckett@crr.org on 11/21/2019 4:59 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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.

2. Provide a projected timeline for the proposed work.

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

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

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

6. Describe the property management plan.

7. List the development team members.

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.

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
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Documentation

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

**No files uploaded

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

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.

***No files uploaded*

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

***No files uploaded*

Operating Budget

***No files uploaded*

Form 990

***No files uploaded*

I. Emergency Shelter Only

Completed by gpuckett@crr.org on 11/21/2019 4:59 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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 gpuckett@crr.org on 11/21/2019 4:59 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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 gpuckett@crr.org on 11/21/2019 5:42 PM

Case Id: 10664

Name: Child Care Resource and Referral - 2020/21

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.

Katura W. Jackson

Electronically signed by gpuckett@crr.org on 11/21/2019 5:42 PM