

# A. Organization & Contact Information

**Case Id:** 10762  
**Name:** YMCA of Northwest North Carolina - Youth  
**Address:** \*No Address Assigned

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 1:41 AM

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## A. Organization & Contact Information

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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

Youth Incentive Program

### A.3. FY 2020-21 Funding Request Amount

\$100,000.00

### 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 Road Winston-Salem, NC 27101

### A.7. Organization Website

www.ymcanwnc.org

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

1942

### A.9. Organization Fiscal Year

January 1 - December 31

### A.10. Federal Tax ID Number

### A.11. Federal DUNS Number

### 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 11:22 AM

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## B. Project Overview

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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?**

The YMCA of Northwest North Carolina Youth Incentive Program (YIP) is a year-round out-of school time program for elementary and middle school youth at the LaDeara Crest Estates housing development, Rolling Hills Apartments, and from communities surrounding the Winston Lake Family YMCA (WLY). YIP provides at-risk youth in East Winston with academic support, character and leadership development, and physical activity programming in a safe and encouraging environment. The program engages parents and families in student activities and provides healthy snacks and meals to ensure that youth in the community continue to receive nutritional, well-balanced meals.

After School:

After school programs operate on-site at the LaDeara Crest Estates housing development and at WLY for students from neighborhood schools. Students attending schools near WLY are dropped off via school transportation and the Y provides transportation back to Rolling Hills at the end of each day. Snacks and hot meals are served daily at each site. The program will serve 75 youth, with an average daily attendance of 60. In 2020-2021, YIP will expand the after school program in the following ways:

- Increase program capacity from 60 to 75 youth
- Add an additional 60 days on programming in Fridays and during school breaks
- Provide a program for middle school youth.

Summer Camp:

Summer camp programming operates at the Winston Lake Family YMCA and serves students from the LaDeara Crest housing development, Rolling Hills apartment complex, and other neighborhoods such as Cleveland Avenue, Piedmont Circle and Townview Apartments. YIP will serve 75 youth during the summer months for 10 weeks, up to 11 hours per day, for 5 days a week. Five weeks of the summer program will be converted to a Summer Learning Academy (SLA). SLAs are designed to prevent summer learning loss in core subject areas by providing students with direct academic interventions provided by Certified Teachers. The curriculum for the SLA is aligned with the North Carolina Common Core State Standards.

The goals of the Youth Incentive Program include:

- Serving 150 students in the out-of-school time programs (
- After School: 60 elementary school age, 15 middle school age
- Summer: 75
- Providing students with targeted academic support
- Providing students with enrichment and character development opportunities that improve Social and Emotional Learning (SEL) competencies.

- Engage parents and families in student activities.

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

The Y will provide after school and summer academic support and enrichment programs for students at LaDeara Crest Estates and neighborhood schools surrounding the Winston Lake Family YMCA. The Y will serve 75 participants in the after school program during the school year and 75 participants over the summer. Hours of operation for after school will be between 2:30-6:00 PM Monday through Friday during the school year. During the summer, the program will run up to 11 hours each day, Monday through Friday for ten weeks. A typical after school daily schedule will consist of tutoring, homework support, a healthy snack, enrichment activities, physical activity, wellness programming, and a hot dinner. Tutoring is provided by certified teachers and students from Wake Forest University in 1:10 tutor to student ratio. The enrichment, health and nutrition components will be led by counselors in a 1:15 ratio in both after school and summer components. Students are referred by school administrators, apartment complex staff, and parents. Transportation is provided by either Winston-Salem/Forsyth County Schools or the Y to program locations.

**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?**

On average, 60 to 75 participants will be served daily by the out-of-school time programs, with a maximum of 75 unduplicated participants. On average, 60 to 75 participants will be served daily over the summer with a maximum of 75 unduplicated participants.

**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.**

The Y after school and summer programs will serve at-risk elementary and middle school in the East Winston Community. Students primarily attend the five community schools: Ashley, Ibrahim, and Petree Elementary Schools and Hanes Magnet and East Forsyth Middle Schools, some participants do come from other schools. The Y considers students to be at-risk if they meet one or more of the following criteria: 1) have low academic performance, 2) have behavior or discipline issues, 3) are considered financially needy. Of our five feeder schools, four serve populations of low-income students significantly higher than the state average of 49.3%. Students participating in YIP are primarily African-American and Hispanic/Latino.

**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.**

YIP's feeder schools are consistently some of the lowest-performing schools in Forsyth County. With high numbers of low-income students and low rates of academic success, the additional support and structure that the YIP program provides will be an invaluable resource for the students, their parents, and Winston-Salem as a community. The table below provides a demographic and academic snapshot of the schools the students attend.

School % Low-Income % Black % Hispanic % Below Grade Level

Ashley	100	57.6	39.2	87.3
Ibrahim	100	56.9	22.4	67.9
Petree	100	65.3	27.2	83.1
Hanes	38	26	19.8	29.2
East Forsyth	83.2	50.2	47.9	65.4

Statewide 49.3 25 18.5 52.2

To note: While the overall student performance of Hanes Magnet Middle School is better, the achievement gap between White students and their Black and Hispanic peers is staggering. In 2019, 94% of White students at Hanes performed at or above grade level, while only 49.5% of Hispanic students and 37.7% of Black students achieved the same level of success. This achievement gap is visible at many schools in the district and YIP's year-round programming provides students in East Winston with opportunities and resources to help close this gap.

The Y out-of-school time programs provide a safe, supportive and enriching environment for these students. Youth need a place to go when school is out where they can receive a nutritious snack and/or a meal, which Y programs provide. Often, these targeted participants do not have academic or social support after school as family members are working to support their families or have other barriers, such as language, which provide challenges for parents to support students academically. Y programs provide academic support, character development, parent involvement, and enrichment programming to meet the academic and social emotional needs of the students. In 2019, the Y conducted a survey measuring the Social and Emotional Learning Competencies of youth in Y after school programs in Forsyth County, including YIP. From that survey we learned that 71% of elementary school students are low in Self Management: their ability to regulate their emotions and behavior, take positive risks, and persist through life's challenges. Similarly, the survey revealed that 71% of middle school students are lacking in the area of Positive Identity: an internal sense of self-worth and self efficacy that helps a young person feel empowered and develop resilience in the face of challenges.

The YIP After School and Summer programs are highly supported by families, community members, and apartment managers. These programs have afforded the youth and residents exceptional enrichment experiences. Feedback from apartment managers state that youth attend school more frequently and have more confidence in their academics through the support of Y programming.

#### **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?**

LaDeara Crest Estates and Liberty East Development are instrumental in the continued operation of YIP. They provide facility space in the community center at LaDeara Crest and assist with a number of community events throughout the year.

The Y has partnered with Winston-Salem/Forsyth County Schools for more than 35 years and is participating in a Data Sharing Project that allows access to student academic and behavioral data for the purpose of monitoring outcome indicators.

The United Way of Forsyth County has awarded funding that will allow YIP incorporate a five week Summer Learning Loss intervention as a part of the summer program. These funds will support the addition of six certified teachers to provide academic support support in Reading and STEM subjects.

In 2019, the Y began a formal partnership with the Guiding Institute for Developmental Education (GIDE) in a collaborative effort serve more youth in East Winston. GIDE has a strong relationship with youth in the community and assists in the recruitment of youth, tutoring, and programming for the newly developed Saturday Academies. The Y provides daily programming and staffing for the after school and summer programs, student transportation, and evening meals for students.

Additionally, the Y partners with a number of community partners:

- Wake Forest University: Provides volunteer tutors and access to events such as Project Pumpkin and the MLK Day of Service Read-in
- Wake Forest School of Medicine: Interns speak at parent engagement workshops
- Girl Scouts: Provide weekly workshops
- First Citizens Bank: Conduct financial workshops for parents
- Second Harvest Food Bank of Northwest North Carolina: Provide snacks and are the Vendor for hot meals
- Agape Faith Church: Help to facilitate the Hand to Hand program and an annual visit to the Tanglewood Festival of Lights event
- Neighbors for Better Neighborhoods: Helps with community projects and gardening and cooking programs
- Digital Connectors: Offer a weekly program based around technology
- Kidz Extreme: Provides a Saturday program based upon Christian principles

## C. Strategy and Performance

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 11:21 AM

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### C. Strategy and Performance

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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):**

Livable Neighborhoods

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

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

#### PERFORMANCE (15 POINTS)

**C.3. 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 Y reports annually to various funders on program outcomes. Internally, information is tracked and monitored regularly. Regular staff meetings and board meetings are opportunities for review. Monthly meetings with staff and weekly meetings with the program director are done to collect information for outcomes. Weekly attendance and meal count reports, quarterly report cards and program surveys to parents are tracked throughout the program. Also we report quarterly to the City of Winston-Salem. For Social and Emotional Learning data, the Y utilizes a third party to survey students and compile reports using research based methods. Additionally the Y Reports biannually to the United way regarding our planning and efforts to provide summer academic support.

**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 including tutoring, community

events, homework help, reading, STEM, and water safety

- Report cards- used to track grades and school progress and attendance in school
- Maintain menus and meal counts
- Daxko software- used to track enrolled participants and demographic information
- Parent program satisfaction surveys and program participation
- Hello Insight Core SEL tool - A researched-based Social and Emotional Learning evaluation platform
- YMCA Program Quality Assessment: Monitors overall program quality and fidelity

**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
Provide an academic support and character development program that provides out-of-school time care for students in East Winston.	Hire qualified staff to support program operations and provide a safe and supportive environment for children from Rolling Hills apartments, LaDeara Crest Estates, and surrounding communities.	1) Served 60 Students in the After School Program 2) Served 60 Students in the Summer Program	1) Serve 60 Students in the After School Program with an average daily attendance of 45 2) Serve 60 Students in the Summer Program	1) Serve 75 students in the After School Program with an average daily attendance of 60 2) Serve 75 students in the Summer Program with an average daily attendance of 60
Improve student academic outcomes	1) Utilize an academic curriculum that is aligned with the North Carolina Common Core State Standards. 2) Hire Certified teachers to provide tutoring and homework support.		1) Student Academic Self Efficacy will improve by 15% 2) 60% of students will maintain or improve Math performance during the summer. 3) 60% of students will maintain or improve Reading performance during the summer.	1) After School Student Academic Self Efficacy will improve by 15% 2) Summer 70% of students who complete the program will maintain or improve Math performance during the summer. 3) 70% of students who complete the program will maintain or

				improve Reading performance during the summer.
Improve Student Social and Emotional competencies: Positive Identity, Self Management, Contribution, Social Skills, Social Capital	<ol style="list-style-type: none"> <li>1) Program staff serve as role models for students and set an example of positive social interactions.</li> <li>2) Staff interact with youth in a positive, uplifting and engaging manner.</li> <li>3) Utilize the Overcoming Obstacles Character Development curriculum.</li> </ol>		Increase Student Social and Emotional competencies by 10%	15% of students will move from Emerging to Advanced in Social and Emotional Learning Competencies.
Engage parents and families in student activities.	<ol style="list-style-type: none"> <li>1) Hold informational sessions regarding program activities</li> <li>2) Provide resource workshops on topics that include Financial Literacy and Healthy Eating.</li> <li>3) Invite parents to visit the program and participate in activities with their child</li> </ol>		70% of students have an adult representative attend at least 2 engagement opportunities.	70% of students have an adult representative attend at least 3 engagement opportunities.

**C.6. FY 18-19 Program Accomplishments**

In the 2018-2019 school year, YIP served a total of 60 students at the Ladeara Crest Apartments and the Winston-Lake Family YMCA, with an average daily attendance of 5 students. Due to increased parental involvement, dedicated and caring staff, and exceptional program quality, YIP was very popular and had a waiting list for both the After School and Summer programs. Our participant numbers are limited based on the availability of funds. Every student who attended YIP received tutoring from certified/classified teachers and participated in 30 minutes of reading three times a week. The Y is committed to student academic success with the goal of providing students with opportunities they would otherwise not have.

Third, fourth, and fifth-grade students participated in Adventure Sail, a program where students have the opportunity to apply STEM concepts while building a functioning wooden sailboat and learning how to sail it. This opportunity exposes students to excellent mentoring by a group of volunteers and gives them more confidence in their abilities as they learn new skills. Program Staff have focused on character development and behavior by challenging each student

to be a leader and have instituted an incentive program. Students can earn stickers for good behavior, being helpful and courteous to others, and following directions and taking the initiative to complete compulsory tasks. Once a student has earned 10 stickers they are able to choose a reward from the “Educational Toolbox” which is filled with neat academic supplies.

Family engagement and parental involvement continues to grow. Parents received update letters that were individualized to their students progress. Parents received an invitation to the end of the year Christmas Celebration and had the opportunity to participate in Christmas themed crafts and enrichment activities with their child. The culmination of the after school program was the End of Year Celebration. Parents watched their children receive certificates of completion and toured the Hall-Of-Fame Wall that highlighted student accomplishments throughout the year. Community partner organizations provided parents with career resources, information on affordable housing, courses in parenting skills, and nutritional education.

The Y practices Healthy Eating and Physical Activity (HEPA) standards and teaches children how to make healthy food choices and to enjoy physical activity, contributing to their social and physical development. In the 2018-2019 school year the Y served nearly 4226 healthy meals and 4329 healthy snacks to the students in YIP. Additionally, CATCH (Coordinated Approach to Child Health) curriculum was implemented as part of the YIP’s daily Schedule. CATCH consists of games and fun activities that teach students how to live a healthy and active lifestyle. During out-of-school days, students have gone to the Winston-Lake Family YMCA to participate in Safety Around Water (SAW) programming; learning how to swim and keep themselves, their families, and their friends safe near water

### **C.7. FY 20-21 Key Objectives**

In the 2020-2021 year the Y’s objective for YIP include:

- 1) The continued expansion of academic support services that assist students in achieving school success
- 2) Grow the program’s capacity by
  - Expanding to serve Middle school students during the school year
  - Increasing the number of students served from 60 to 75
  - Providing an additional 60 day of out-of-school time programming on Fridays and during school breaks and holidays
- 3) Focusing on additional Anti-Hunger initiatives such as, expanded meal service and weekend meal packs.
- 4) Intentional focus on Social and Emotional skill building.

## D. Organizational Capacity

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 12:41 PM

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### D. Organizational Capacity

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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 proposed Winston Lake Family YMCA afterschool and summer camp enrichment programs (YIP) align with the Y's mission and strategic plan "Moving Our Mission Forward," supporting youth development, healthy living and social responsibility. The Y will execute a holistic approach to personal growth in our youth-serving programs to demonstrate improvement in life skills and academic proficiency. This will be accomplished by increasing access for youth so they can take advantage of Y out-of-school programming, developing and expanding programs that provide a foundation for educational preparedness and achievement for children and supporting the innovation of new and existing program models focused on strengthening families. The Winston Lake Family YMCA works to address the achievement gap by providing free after school tutorial-based programming to underserved families in our community. Snacks and dinner are provided to all after school program participants. Summer campers are all served snacks, breakfast, lunch and dinner for the ten-week program. The Summer Learning Academy helps students retain what they learned from the previous academic year and feel more confident going into the next. Low and no-cost summer camp programs provide a safe place for youth. Character education helps students in their relationships with peers and community members as well as in academic settings. Programs help youth understand who they are and what they can achieve. Through these programs children feel connected to each other and their community.

#### FUNCTION (5 POINTS)

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

131 Years

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

The Y after school and summer day camp programs serve to provide a safe and enriching environment for these students. The Y programs deliver academic support, character development, and parent involvement to meet the academic and social/emotional needs of the students. These program elements provide the foundation that young people need in their lives in order to thrive, graduate and become productive adults in this city and make a contribution back to the tax base of the city. Without this program, many youth would be at higher risk of becoming delinquents of the law, adding to the city's crime rate. The Y programs allow for an alternative outlet, allowing for a path to success in school and in life.

Y programs target and serve many low-income/underserved youth and families throughout Winston-Salem. Programming seeks to improve literacy, values education, leadership development and self-esteem in youth with strategies to address issues that many youth of today face, such as self-worth, teen pregnancy, substance abuse, high school delinquency, juvenile crime and workforce preparation.

Y programs have shown that participants stay in school, set and achieve high goals, stay physically active and graduate. Students have access to resources that they would not otherwise have and are better prepared for success. The Y also builds strong partnerships which continue to enhance programming. Winston Lake Family YMCA works to provide youth with developmental assets, which have shown to have long-term positive effects on adolescent development, success in school, and reduction in risk-taking behaviors. Research by the Search Institute has found that the more assets a young person has, the more likely they are to be successful. Among these assets are positive relationships with caring adults, safe places to be, and opportunities to grow as individuals with meaningful contact with community members. The external assets identify important roles that families, schools, neighborhoods and youth organizations can play in promoting healthy development. The internal assets identify those characteristics and behaviors that reflect positive internal growth and development of young people. Y programs build these assets, preparing youth to be more successful in school and in life. In addition, the Y provides character education activities, such as bullying prevention with a focus on the core values of caring, honesty, respect, responsibility and faith.

Y programs are a collaborative effort that lays the groundwork for change and progress by actively encouraging positive personal growth and development among youth in targeted urban communities, supporting the City's public education and future workforce. The Youth Incentive Program (YIP) also provides a structured and supervised environment where children can be safe after school, as well as during the summer. YIP provides mentorship, character development, academic assistance, parent engagement and health and wellness education.

The Y after school and summer programs have the components that are vital to helping at-risk youth rise above the boundaries of their environment and move toward becoming productive citizens. Ultimately, this movement reduces underemployment, homelessness, and unemployment and improves the quality of life for everyone. These programs provide a secondary benefit to working parents who may not otherwise be able to afford safe and constructive out-of-school care for their children.

**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
After school/Summer Program Director (1)	Create monthly After school academic and enrichment curriculum. Prepare rosters for After school and summer camp. Conduct weekly/monthly meetings and trainings with	18	0.00 %

	program staff. Administer site visits to insure program quality.		
After school site supervisor	Maintain daily attendance and data on students. Communicate with parents. Insure all supplies are in hand for both the academic and enrichment activities. Oversees the daily operation of the program.	20	100.00 %
After school counselors (4)	Provide homework help, enrichment, STEM and physical activities.	18	100.00 %
After school certified teacher (2)	Provide math and reading tutoring. Assist in weekly homework help, enrichment, STEM and physical activities along with counselors.	8	100.00 %
Summer Camp Supervisors (2)	Manages site and provides program oversight, monitoring and lunch/snack/dinner prep. Maintains daily attendance and data on all students. Communicates with all staff and parents. Insures program supplies are available for activities	28	100.00 %
Summer Camp Certified Teachers (6)	Insures the Summer Learning Academy (SLA) students' improve or maintain their reading and math levels over the summer. Prepares math, reading and enrichment curriculum for all students. Insures curriculum delivery and follows students' progress. The SLA will run for 6 weeks over the summer and there will also be an additional three weeks of summer camp care.	12	0.00 %
Summer Camp Counselors (8))	Implements the certified teachers' plans for enrichment activities that align with the curriculum being taught.	28	100.00 %
Bus Driver	Provide daily student transportation.	20	100.00 %

**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	\$272,200.00	0.00 %
Darryl Head	Sr. VP and COO	\$166,308.00	0.00 %
Donna Rodgers	Sr VP and CFO	\$175,290.00	0.00 %
Richard Daniels	VP of Operations/Executive Director of Winston Lake and Fulton Family YMCA	\$74,278.00	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 16 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		0.5				
Professionals				0.33	1.1	0.1
Technicians						
Office/Clerical		0.87				
Laborers/Service Workers	0.3					

**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					1.85	
Laborers/Service Workers	0.23	2.4	0.41	0.77	2.37	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."**

To note: YIP is currently operating and will continue to do so. This application will assist will sustainability and expansion of services.

The Y will provide after school and summer academic/enrichment programs for students from LaDeara Crest Estates, the Rolling Hills apartment complex, and other surrounding neighborhoods. The anticipated number of participants to be served across the after school program site locations is 75 and it is anticipated that 75 participants will be served over the summer across all sites. Hours of operation for after school will be between 2:30-6:00PM Monday through Friday during the school year. During the summer, the program will run from 7:00AM – 6:00PM Monday through Friday for 10 weeks. A typical after school daily schedule will consist of tutoring, homework support, a healthy snack, enrichment activities, physical activity and wellness programming, and dinner. Certified teachers and Collegiate volunteers, with the support of staff counselors, provide tutoring and homework support. The enrichment, health and nutrition components will be led by counselors in a 1:15 ratio in both after school and summer components. Enrichment components include literacy, STEM, and arts activities, as well as character education. Five weeks of the summer program will be converted to a Summer Learning Academy, designed to prevent summer learning loss in core subject areas, providing students with direct academic interventions provided by Certified Teachers. The curriculum is aligned with the North Carolina Common Core State Standards. Students are referred by the schools, by apartment complex staff, and by parents.

Recruitment, Hiring and Training: Certified teachers from the local schools are referred by school principals and/or through self-referral. The Y will also hire teacher assistants. A job posting for all positions is included on the YMCA of Northwest North Carolina website. Interviews are conducted for selected candidates. Once the candidates have been selected, staff members begin the hiring process by completing a drug test and background check. After receiving approval to work, staff members complete training in blood-borne pathogens, sexual harassment and child abuse prevention. Staff members receive First Aid and CPR training, Redwoods Childcare (including Child Abuse) training, and any other professional training. A Y staff handbook, as well as a program policies and procedures manual are provided. Information provided and shared in these materials and at the trainings includes staff expectations, safety policies/procedures, as well as others. These policies and procedures topics range from appropriate staff to student ratio, wearing nametags, tardiness, sick day/absentee policy, check-in and parent pick-up, safety during transitions/bathroom time, positive reinforcement/behavior and more. Staff members participate in a mid-year evaluation highlighting their strengths and addressing areas for improvement. The Program Director provides in service feedback to staff members. Staff members also participate in monthly staff meetings during the school year and weekly staff meetings during the summer program. These meetings include updates on pertinent information,

professional development tools, and/or team building exercises. If the staff member is absent, the groups will be regrouped to ensure that ratios are met. Each staff member will have a student roster to ensure that students are in proper groups.

**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 because of 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.

## E. Cost Effectiveness

Case Id: 10762

Name: YMCA of Northwest North Carolina - Youth

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 12:42 PM

Address: \*No Address Assigned

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### E. Cost Effectiveness

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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	\$28,685,864.00	\$29,219,918.00
Fundraising	\$1,088,932.00	\$1,043,104.00	\$1,117,895.00
Management and General	\$3,966,238.00	\$3,966,237.00	\$4,018,244.00
	<b>\$33,757,247.00</b>	<b>\$33,695,205.00</b>	<b>\$34,356,057.00</b>

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	\$3,002,012.00
	<b>\$33,757,247.00</b>	<b>\$33,695,205.00</b>	<b>\$34,356,057.00</b>

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	\$100,000.00
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
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
	<b>\$33,757,247.00</b>	<b>\$33,695,205.00</b>	<b>\$34,356,057.00</b>

**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 afterschool as well as summer programs, 21st Century Community Learning Center Federal Grant for afterschool 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
Salaries/Benefits	\$96,000.00	\$31,407.00	YMCA Annual Giving Campaign and United Way of Forsyth County
Program Supplies	\$4,000.00	\$60,062.00	Child and Adult Care Food Program and United Way of Forsyth County
Transportation	\$0.00	\$5,000.00	YMCA Annual Giving Campaign and United Way of Forsyth County
	<b>\$100,000.00</b>	<b>\$96,469.00</b>	

**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.**

The 2020/2021 application is different from the 2019/2020 application in the following ways:

- 1) The addition of over 60 days of care by providing out-of-school day programs and adding Fridays.
- 2) Providing a middle school program during the school year
- 3) Adding 15 additional spaces for both summer and school year programs

For these reasons the Y has increased our request from \$66,000 to \$100,000. If we do not receive the requested amount, the Y will have to either reduce the proposed number of youth served or reduce the number of days that the program operates to match the availability of funding.

**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 Y will continue to seek support through the United Way of Forsyth County, the Y’s Annual Giving Campaign, and additional governmental, foundation, and corporate grants. The other leveraged funding comes from the Y Annual Giving Campaign and is allocated to programs on an annual basis based on needs. Funds from the Annual Giving Campaign for this program are firm for this next funding cycle. The Y is consistently making efforts to diversify funding for this program and in 2019/2020 we have already seen an increase of nearly \$30,000 additional funding through other philanthropic efforts.

**BARRIERS (3 POINTS)**

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

The size and scope of programming is contingent upon available funds therefore, the Y continues to pursue diverse avenues of financial support while maintaining current partnerships. The Y has built ongoing, positive partnerships with the schools and other community groups to have strong recruitment and retention of participants and staff. The Y also has a longstanding history of successful program implementation in the afterschool and summer arena, including academic support programs. With the Y’s experience and partnerships, the Y does not anticipate barriers to successful implementation.

**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:	\$100,000
Number proposed to be served for the year:	150
Average City funds per beneficiary:	\$667
Proposed funds from all sources:	\$196,462
Number proposed to be served for the year:	150
Average total funds per beneficiary:	\$1,310

## F. Required Documents

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 1:55 AM

Case Id: 10762

Name: YMCA of Northwest North Carolina - Youth

Address: \*No Address Assigned

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### F. Required Documents

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Please provide the following information

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#### Documentation

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- 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 1:54 AM

Case Id: 10762

Name: YMCA of Northwest North Carolina - Youth

Address: \*No Address Assigned

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### G. Community Development Only

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\*\* 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 j.lagesse@ymcanwnc.org on 11/22/2019 1:55 AM

Case Id: 10762

Name: YMCA of Northwest North Carolina - Youth

Address: \*No Address Assigned

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### H. Construction/Rehab Only

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\*\* 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

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

*\*\*No files uploaded*

**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 j.lagesse@ymcanwnc.org on 11/22/2019 1:55 AM

**Case Id:** 10762

**Name:** YMCA of Northwest North Carolina - Youth

**Address:** \*No Address Assigned

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## I. Emergency Shelter Only

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\*\* 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
	<b>\$0.00</b>

### 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
	<b>\$0.00</b>

## J. Rapid Rehousing and HMIS Only

Completed by j.lagesse@ymcanwnc.org on 11/22/2019 1:55 AM

Case Id: 10762

Name: YMCA of Northwest North Carolina - Youth

Address: \*No Address Assigned

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### J. Rapid Rehousing and HMIS Only

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\*\* 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
	<b>\$0.00</b>	<b>\$0.00</b>

## Submit

*Completed by j.lagesse@ymcanwnc.org on 11/22/2019 3:10 PM*

**Case Id:** 10762

**Name:** YMCA of Northwest North Carolina - Youth

**Address:** \*No Address Assigned

---

## Submit

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**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 3:10 PM*