

A. Organization & Contact Information

Case Id: 11053
Name: Work Family Resource Center, Child Care
Address: *No Address Assigned

Completed by gpuckett@ccrr.org on 11/19/2020 8:37 PM

A. Organization & Contact Information

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

A.1. Organization Name

Work Family Resource Center

A.2. Project/Program

Child Care Resource and Referral

A.3. FY 2021-22 Funding Request Amount

\$25,450.00

A.4. Agency's Total Operating Budget

\$1,353,093.00

A.5. Mailing Address

500 W. 4th St., Ste. 202 Winston-Salem, NC 27101

A.6. Project/Program Location Address

500 W. 4th St., Ste. 202 Winston-Salem, NC 27101

A.7. Organization Website

Work Family Resource Center

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

1991

A.9. Organization Fiscal Year

Work Family Resource Center

A.10. Federal Tax ID Number

A.11. Federal DUNS Number

EXECUTIVE DIRECTOR/MANAGER

A.12. Name, Title

Katura Jackson, Executive Director

A.13. Email

kjackson@childcareresourcecenter.org

A.14. Phone

(336) 245-4900

CONTACT

A.15. Name, Title

Katura Jackson

A.16. Email

gpuckett@childcareresourcecenter.org

A.17. Phone

(336) 245-4900

BOARD CHAIR

A.18. Name

Phyllis D'Agostino

A.19. Term Expiration

06/30/2021

A.20. Email

familycaredoula@gmail.com

A.21. Phone

(336) 391-0129

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B. Project Overview

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B. Project Overview

Please provide the following information

APPROACH (7 POINTS)

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

Child Care Resource and Referral - As your local child care resource and referral agency, Work Family Resource Center dba Child Care Resource Center (CCRC) works to support Winston-Salem's local system of child care and early education programs that provide social and economic benefits for our children, our families, and our community. CCRC is at the center of our city's child care delivery system. Through a wide range of free and low-cost services and programs, CCRC partners with parents, child care providers, businesses and our community to promote quality child care and early education so that children are prepared for school and parents can be the productive workforce our businesses need. CCRC is requesting \$25,540 in continued support of our mission and services. CCRC uses the funds to support the cost of the services to families and the data collection and maintenance which is critical in order to provide accurate information to families, child care providers, businesses and community organizations about the supply of and demand for child care.

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

During the CoVid19 pandemic, services have been provided to parents, child care providers, and to the community primarily through telephone, internet, and virtual (ZOOM) formats. CCRC staff were able to continue to offer all of our customary services with minimal interruption. However, our hope is that by July 2021, CCRC will be able to return to some of the in-person provision of services at the CCRC office located at 500 W. 4th St., Ste. 202, Winston-Salem, NC 27101; in-person at the Forsyth County Department of Social Services, Day Care Department, 741 North Highland Ave., Winston-Salem, NC 27101; by telephone at (336) 245-4900; by internet at www.childcareresourcecenter.org or by email at mail@childcareresourcecenter.org. CCRC's days and hours of operation are Monday through Friday from 9:00 a.m. to 5:00 p.m. Some services such as professional development training are available during the evenings or on weekends to provide greater access. Additionally, CCRC will again participate in community outreach events as they are deemed safe so that families may access services during these events.

B.3. Below, please provide anticipated service metrics into the appropriate fields.

Where applicable, applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings. If applicable and serving individual clients over a period of time.

Average Number of Participants Served at a Single Time

1

Maximum Number of Participants to Be Served at a Single Time

1

Unduplicated Total Number of Participants to Be Served During the Program Year

500

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.

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, 65.7% (17,550) of the children under six years of age live in families where either both or their sole parent works outside the home. (CCRC 2019-2020 Supply and Demand Report, 2019 US Census ACS). This means that child care is a necessity for thousands of Forsyth County families.

Between November 2018 and November 2020, Forsyth County has experienced a net loss of 5 child care centers (November 2018 - 103 child care centers down to 98 child care centers in November 2020; CCRC's WLS child care database) and 8 family child care homes (November 2018 - 80 family child care homes down to 72 family child care homes in November 2020; CCRC's WLS child care database). There are many reasons for the continued loss of child care programs which are outside the scope of this funding request but should be explored further because without a strong supply of high-quality child care options for working families our local businesses will struggle with meeting their hiring needs. CCRC would welcome the opportunity to discuss options to support small child care businesses that support our local workforce.

The loss of child care programs means that families have a more difficult time finding an available child care slot that will meet the needs of their family. The parent consultation and referral service is more important than ever to help educate families about their child care options so they can make an informed choice of care for their children. Infant and Toddler slots are in demand and have the least availability as providing infant and toddler care is much more expensive due to the intensity of hands-on care and thus lower child/staff ratios.

The move to remote learning during the pandemic has also increased the demand for school-age care. CCRC's early education coaching staff have worked to support the child care programs that have stepped up to provide school-age care with remote learning guidance and supervision. This has been challenging for our child care programs as they must meet the additional space and cleaning requirements necessary to safely provide child care during the pandemic.

During the Spring of 2020, CCRC worked with the local essential worker population to help find child care placements because many of the families' regular child care arrangements fell through. This was due to fear of the virus amongst older relatives that had been providing child care, the temporary closure of some of our licensed child care programs, and the move to remote learning that necessitated child care and remote learning supervision for school-age children. CCRC's referral service proved a lifeline in helping our essential workers find child care so they could provide the basic services that the rest of us needed.

Hopefully, as the Spring of 2021 sees a vaccine and hopefully a move toward normal with more families getting back into their workplaces and children return to school, CCRC will continue to help families with the information and referrals they need to find workable child care solutions that meet their family's needs.

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 collaborates with a variety of local and statewide organizations to increase awareness about and to strengthen the early education system in our community. A few examples of how we work with organizations in the community include, CCRC is currently working with two different organizations - Forsyth Future and Urban Strategies to gather information about the supply/demand of child care in Forsyth County to support community efforts to gain a better understanding of the number of children enrolled in child care programs in low wealth zip codes in our community. CCRC also works with the Department of Social Services to support the needs of families who apply for child care subsidies but still need information about child care options that will meet their needs. CCRC works with Family Connects (Novant) to help new parents find child care. The partnership with Family Connects is a warm referral process with follow up to ensure that families are actually utilizing the information provided during their child care search and to support them through the process of accessing child care. CCRC is also collaborating with Smart Start of Forsyth County (SSFC) around a variety of supports for both families and child care providers. During COVID, CCRC has worked with SSFC staff to host a series of community conversations related to issues that child care programs and their staff face on a daily basis.

IDIS Setup

No data saved

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IDIS Setup

Please provide the following information

Project Name

National Objective

Activity Number ID

HUD Activity Code

Project Description

Accomplishment Type

Initial Application Date

Service Area

Ward

Census Tract(s)

Block/Group

MWBE

C. Strategy and Performance

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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 the stated program 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 childcare-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 utilizing 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

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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 compiles monthly and quarterly reports to track 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 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.

Applicants will be reimbursed funds based upon timely submissions of eligible invoices. These invoices should describe services rendered and should align with the goals and objectives cited here. Where outcomes do not align with goals, please be prepared to provide a written summary of shortcomings.

Stated Program Goals	Program Activities in Support of Goals	FY 19-20 Previous Year Results	FY 20-21 Current Year Projected Results	FY 21-22 Next Year Anticipated Results
Maintain a database of all parents utilizing CCRC's services, including information on 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 will be gathered from 20% of families utilizing service.	98% of families will receive complete and accurate information; surveys will be gathered 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 highlight supply of and	100% of licensed child care programs will be listed in CCRC's database; Annual report will be completed to highlight	100% of licensed child care programs will be listed in CCRC's database; Annual report will be completed to highlight

	updated semi-annually.	demand for child care.	supply of and demand for child care.	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.	795 families received child care consultations/referrals by phone or in-person; 189 families accessed our online referral program; 70 families received consultations with about child care; 96% reported using at least 1 indicators of quality to search for and select a child care program.	1000 families will receive child care consultations/referrals by phone or in-person; 250 families will access our online referral program; 98% will report using at least 1 indicators of quality to search for and select a child care program.	1600 families will receive child care consultations/referrals by phone or in-person; 300 families will access our online referral program; 98% will report using at least 1 indicators of quality to search for and select a child care program.

	Total Unduplicated Number Served	Total Number Served
FY 19-20 Previous Year Results	795	795
FY 20-21 Current Year Projected Results	1,000	1,000
FY 21-22 Next Year Anticipated Results	1,600	1,600

C.6. FY 19-20 Program Accomplishments

WFRC/CCRC co-located, 3 days each week through March 2020 at the Day Care Office of the Forsyth County Department of Social Services (DSS) to facilitate access to child care information for families waiting for or receiving DSS child care financial assistance vouchers. WFRC/CCRC implemented a new child care database that can be accessed from our website and is more user friendly and includes access to consumer education information. Staff conducted community outreach activities to increase awareness about the services and the many ways that we can support families in their search for child care for children birth to 12 years of age. WFRC/CCRC increased social media posts and presentations on Facebook, Instagram, Twitter, YouTube and Zoom to share information about choosing child care, parenting and daily activity ideas to encourage families to provide early learning opportunities to their children during COVID. WFRC/CCRC published a monthly e-newsletter to share relevant information to families with young children. WFRC/CCRC is a VROOM Ambassador which enables us to share child development tips, activities and resources with families via the VROOM app, our website and social media sites. WFRC/CCRC continued to provide consumer education and referral services to the community during the COVID 19 shelter in place requirements. Families were able to speak with a parent specialist or access our child care database online. WFRC/CCRC has increased the communication with local child care programs to determine their ability to serve parents who need access to child care or remote learning services. WFRC/CCRC has worked with local organization as they establish remote learning sites for school age children.

C.7. FY 21-22 Key Objectives

Work Family Resource Center dba Child Care Resource Center plans to manage and analysis of child care supply and

demand data by maintaining a searchable child care and community resource database for Winston-Salem/Forsyth County. WFRC/CCRC will continue to connect more frequently with legally operating child care programs in our community to have the best information regarding the availability of child care options for families in our community. The parent specialist will work with 1000 families in our community through telephone consultations, online searches, virtual consultations and as allowable onsite outreach at community events (number of families requesting services maybe impacted due to COVID-19 requirements). WFRC/CCRC will utilize social media posts and virtual presentations to provide consumer education related to the importance of early learning opportunities to ensure school readiness. Compilation and distribution of the 2019-20 Child Care Supply and Demand Report. City funds will be blended with funds from other sources to accomplish these goals.

D. Organizational Capacity

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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 that has gotten tighter since the CoVid19 pandemic, 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 licensed and legally operating 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 0-12 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 legally operating settings in our community and supporting their efforts to attend college to strengthen their professional knowledge of early child development and early 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

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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 17,550 (65.7%) of children under the age of six live in households where the only or both parents work. There are another 29,497 school-age children(6-11 years) that may need care before and after school, during school breaks or over the summer. The CoVid19 pandemic has had a significant impact on the families needing child care and remote learning support for their school-age children over the past several 6-8 months. 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**

Organizational Chart with names June 2020.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.

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 position 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				7	5.5	1
Technicians						
Office/Clerical					0.5	
Laborers/Service Workers						
Total Full-Time						

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

	Male -	Male -	Male -	Female -	Female -	Female -

	White	Black	Other	White	Black	Other
Executives/Managers						
Professionals				1	1	
Technicians						
Office/Clerical				1	1	
Laborers/Service Workers						
Total Part-Time/Temp						

D.8.

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

CCRC Board Contact list 2020-21.doc

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 on July 1, 2021.

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, FaceBook, Instagram, local publications, area social networks, i.e. Triad Moms on Main, Tre4, 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

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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 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Program Services	\$1,200,981.00	\$1,200,981.00	\$1,200,981.00
Fundraising	\$59,000.00	\$59,000.00	\$59,000.00
Management and General	\$93,112.00	\$93,112.00	\$93,112.00
Total Expenditures by Program	\$1,353,093.00	\$1,353,093.00	\$1,353,093.00

Expenditures by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
Employee Salaries and Wages	\$909,813.00	\$909,813.00	\$909,813.00
Employee Benefits	\$101,200.00	\$101,200.00	\$101,200.00
Facility Rent and Utilities	\$32,500.00	\$32,500.00	\$32,500.00
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	\$42,510.00	\$42,510.00	\$42,510.00
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	\$66,549.00	\$66,549.00	\$66,549.00
Other Operating Expenditures	\$139,835.00	\$139,835.00	\$139,835.00
Capital Outlay	\$0.00	\$0.00	\$0.00
Total Expenditures by Category	\$1,353,093.00	\$1,353,093.00	\$1,353,093.00

Revenues by Category	Budgeted FY 20-21	Projected Actuals FY 20-21	Proposed Budget FY 21-22
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	\$770,310.00	\$770,310.00	\$770,310.00
Admissions/Program Revenues/Sales	\$17,000.00	\$17,000.00	\$17,000.00

Memberships	\$0.00	\$0.00	\$0.00
Donations	\$47,597.00	\$47,597.00	\$47,597.00
Foundation Grants	\$210,950.00	\$210,950.00	\$210,950.00
Interest and Investment Income	\$0.00	\$0.00	\$0.00
Parent Organization	\$0.00	\$0.00	\$0.00
Other	\$2,000.00	\$2,000.00	\$2,000.00
Total Revenues by Category	\$1,353,093.00	\$1,353,093.00	\$1,353,093.00

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

Federal government revenue - \$770,310.00 CCDBG; \$139,835 general overhead expenses like communications, janitorial, parking, website, phone, postage, insurance, etc.

Other revenue \$2000 - fees for service

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
2020	City of Winston-Salem	\$25,450.00
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

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: Database Specialist	\$9,621.00	\$17,867.00	Federal grants
Personnel: Parent Specialist	\$10,260.00	\$23,940.00	Federal/state grants
Personnel: Administrative Support	\$3,420.00	\$30,780.00	Federal/state grants
Rent and other operating expenses	\$2,149.00	\$26,315.00	Grants/Fundraising/Earned Income
	\$25,450.00	\$98,902.00	

E.4. For each activity and line item above, please provide a short but detailed description of how City resources will be used to carry out proposed programming.

Personnel: Database Specialist - updating and maintaining a database of all licensed and legally operating child care

programs in Winston-Salem, Forsyth County; developing and distributing the annual Child Care Supply and Demand Report; conducting follow-up surveys with 20% of parent users each quarter.

Personnel: Parent Specialist - Parent consultation and referrals one-on-one for families seeking child care for children ages birth to 12 years

Personnel: Administrative Support - Assists with parent follow-up surveys and community phone calls, assists with basic database tasks

Office Rent and other operating expenses: a proportional amount of rent and operating expenses allocated across all grants determined by the percentage the grant is of the agency's total revenue.

E.5. Where another stakeholder or agency is providing non-monetary assistance with a particular aspect of your programming, please provide a short description of those activities and how they will supplement the use of City funds.

Not applicable. There is not non-monetary support for this project from other entities.

E.6. 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 FY20/21 award as we move forward into FY21/22. The \$25,450 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.7. 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 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 the 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. The CoVid19 pandemic has also significantly impacted the need for school-age care as schools closed for in-person learning. Many parents sought child care help so that they could meet their work obligations and their children's remote schooling could be supervised and children's risk of exposure to the virus could be minimized. Though many Forsyth County child care programs have remained open, staffing has been a particular challenge as has meeting the CDC recommended spacing so there are fewer slots available to families.

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 access early care and education that will prepare their young children for school success.

BARRIERS (3 POINTS)

E.8. Describe any potential programmatic barriers to project implementation (e.g. recruitment or outreach challenges, etc.) and your plans for overcoming them.

Child care programs in our community have struggled with staffing and virus-related safety precautions and the related expenses during the coronavirus pandemic. This has resulted in a continued tightening of the child care supply. This has made it more important than ever that CCRC maintains the database with accurate constantly updated information on enrollment, vacancy, and program closures both temporary and permanent. As the pandemic is brought under control in the coming year, CCRC's work with child care programs and families will be needed more than ever.

E.9. Describe any institutional barriers to project implementation (e.g. staff vacancies, pending departures, etc.) and your plans for overcoming them.

CCRC has consistently provided services to the residents of Winston-Salem since 1991 even during these past several months of the CoVid19 pandemic. Without missing a beat, CCRC staff were able to meet the needs of parents and child care programs during the long months of coronavirus restrictions. There are no foreseen barriers to the provision of these services to the community.

AVERAGE COST (5 POINTS)

E.10. 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
Number proposed to be served for the year:	500
Average City funds per beneficiary:	50.90
Proposed funds from all sources:	98,902
Number proposed to be served for the year:	1600
Average total funds per beneficiary:	61.81

F. Required Documents

Completed by gpuckett@ccrr.org on 11/19/2020 3:57 PM

Case Id: 11053

Name: Work Family Resource Center, Child Care

Address: *No Address Assigned

F. Required Documents

Please provide the following information

Documentation

Code of Conduct/Conflict of Interest Policy *Required

Conflict of Interest Policy.doc

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

Work Family Resource 2018 990 Public Disclosure Copy.pdf

Organization By-Laws *Required

WFRC By-laws - 2016 - Final.pdf

Articles of Incorporation *Required

articles of incorporation.pdf

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

accountingpolicies.pdf

HandBookPolicies.pdf

IRS 501(c)3 Designation Letter *Required

Updated IRS Letter 2015 (00000002).pdf

Audited financial statements or a third-party review *Required

AUDIT19.final.pdf

Printed By: Rene Williams on 11/25/2020

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

***Required**

Secretary of State Search Results.pdf

Other

***No files uploaded*

G. Income Based Projects/Services Only

Case Id: 11053

Name: Work Family Resource Center, Child Care

Address: *No Address Assigned

Completed by gpuckett@crr.org on 11/19/2020 8:00 PM

G. Income Based Projects/Services 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."

G.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.

Income Range	# 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

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

H. Construction/Rehab Only

Completed by gpuckett@crr.org on 11/19/2020 8:01 PM

Case Id: 11053

Name: Work Family Resource Center, Child Care

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."

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

H.2. Provide a projected timeline for the proposed work.

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

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

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

H.6. Describe the property management plan.

H.7. List the development team members.

H.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.

H.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*

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@ccrr.org on 11/19/2020 8:01 PM

Case Id: 11053

Name: Work Family Resource Center, Child Care

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@ccrr.org on 11/19/2020 8:01 PM

Case Id: 11053

Name: Work Family Resource Center, Child Care

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@ccrr.org on 11/19/2020 8:39 PM

Case Id: 11053

Name: Work Family Resource Center, Child Care

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@ccrr.org on 11/19/2020 8:39 PM